

415th Base Support Battalion, Unit 23152, APO AE, 09227
Kaiserslautern Military Community



"I drew a picture of the trees and other plants around our community because I enjoy nature. I like climbing my favorite tree, getting comfortable, and closing my eyes and day dreaming. I love to listen to the birds chirping, squirrels chattering, and leaves rustling, they sound nice to me. The picture portrays my favorite tree, and where I go to relax."

By Daniela Stem, Vogelweh Elementary School, Kaiserslautern Germany.

Application for the Army Communities of Excellence Competition 2000

COMMANDER

James E. Smith, LTC, CM
415th Base Support Battalion
Unit 23152, APO AE 09227
DSN: 489-7015 / Civilian: 06315367015
e-mail: SmithJ@cmtymail.26asg.army.mil



ACOE POINT OF CONTACT

Stephen M. Thomas
Quality Manager
415th Base Support Battalion
Unit 23152, APO AE 09227
DSN: 489-6833 / Civilian: 06315366833
e-mail: thomass@cmtymail.26asg.army.mil



Table of Contents

GLOSSARY	i - vii
ORGANIZATIONAL CHART	viii
OVERVIEW	ix - xiv
CATEGORY 1.0: LEADERSHIP	1 - 8
CATEGORY 2.0: STRATEGIC PLANNING	9 - 15
CATEGORY 3.0: CUSTOMER FOCUS	16 - 19
CATEGORY 4.0: INFORMATION AND ANALYSIS	20 - 22
CATEGORY 5.0: HUMAN RESOURCE FOCUS	23 - 28
CATEGORY 6.0: PROCESS MANAGEMENT	29 - 35
CATEGORY 7.0: BUSINESS RESULTS	36 - 42



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



GLOSSARY



The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Glossary

A	
AAFES	Army And Air Force Exchange Services
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACS	Army Community Services.
ADA	Air Defense Artillery
AF	Air Force
AFAP	Army Family Action Plan
AFN	American Forces Network
AIEP	Army Ideas for Excellence Program
AIT	Advance Individual Training
AP	Associated Press
APF	Appropriated Fund
APIC	Army Performance Improvement Criteria
ARCIS	Army Company Information System
ARM	Army Recreation Machines
ASACS	Adolescent Substance Abuse Counseling Service
ASG	Area Support Group
ASVAB	Armed Services Vocational Aptitude Battery
AT/FP	Anti-Terrorism / Force Protection
AW	Airlift Wing
AYCE	Association For Young Children In Europe
B	
BAOR	British Army of the Rhine
BASOPS	Base Operations
BG	Brigadier General
BOSS	Better Opportunities for Single Soldiers
BSB	Base Support Battalion
C	
CARAT	Child Abuse Risk Assessment Tool
CCC	Community Counseling Center
CDA	Child Development Associate
CDC	Child Development Center
CDR	Commander
CE	Civil Engineers
CERPT	Central Enrollment And Registration Planning Team
CHPPME	Center for Health Promotion and Preventive Medicine
CIF	Central Issuing Facility
CIP	Command Inspection Program



Glossary

CISD	Critical Incident Stress Debriefing
CLEP	College Level Examination Program
CMAA	Civilian Misconduct Action Authority
CMAS	Civilian Misconduct Action Specialist
CMRP	Chaplains Command Master Religious Plan
CMWRF	Combined Morale Welfare and Recreation Fund
CMWRF	Community Morale Welfare Recreation Fund
COGS	Cost of Goods Sold
COL	Colonel
CONOPS	Contingency Operations
CONUS	Continental United States
COTR	Contracting Officer's Technical Representative
CPAC	Civilian Personnel Advisory Center
CPF	Central Processing Facility
CPI	Command Inspection Program
CPMC	Capital Purchase of Minor Construction
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CRC	Case Review Committee
CSM	Command Sergeant Major
CTA	Common Table of Allowances
CTC	Central Texas College
CYSD	Child/Youth Services Division
D	
DA	Department Of The Army
DARE	Drug and Alcohol Resistance Education
DCA	Directorate of Community Affairs
DECA	Defense European Commissary Agency
DFAS	Defense Finance and Accounting Service
DII	Defense Information Infrastructure
DIV	Division
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools
DOL	Directorate of Logistics
DPC	Deployment Processing Center
DPW	Department of Public Works
DRMO	Defense Reutilization and Marketing Office
DTOPS	Directorate of Training, Operations, Plans, Security (S 2/3)
DUI	Driving Under the Influence



Glossary

DWI	Driving While Intoxicated
E	
EEO	Equal Employment Opportunity
EER	Enlisted Evaluation Report
EFM	Exceptional Family Member
E-MAIL	Electronic Mail
EO	Equal Opportunity
EOC	Emergency Operations Center
EQCC	Environmental Quality Control Committee
ESG	Executive Steering Group
EUCOM	European Command
F	
FAC	Family Advocacy Committee
FAP	Family Assistance Plan
FMAO	Family Member Action Officer
FP	Force Protection
FSI	Federal Service International
FSIC	Federal Services International Corporation
FY	Fiscal Year
G	
GCCS	Global Command and Control System
GED	General Education Development
GMWRF	Group Morale Welfare Recreation Fund
GS	Government Service
GSA	General Services Administration
H	
HAZMAT	Hazardous Material
HHD	Headquarters & Headquarters Detachment
HMG	Hospitality Management Group
HQ	Headquarter
I	
IAC	Installation Advisory Council
IAW	In accordance with
IC	Installation Coordinator
IC/AIC	Installation Coordinator / Assistant Installation Coordinator
ICCET	Installation Child Care Evaluation Team
ICYET	Installation Child And Youth Evaluation Team
IDP	Internally Developed Program
IFMS	Inter Fleet Management System



Glossary

IG	Inspector General
IH	Industrial Hygiene
IJO	Individual Job Orders
ILOC	Installation Logistical Operations Center
IMO	Information Management Officer
IMPAC CARD	International Merchant Purchase Authorization Card
INF	Infantry
ISO	International Organization of Standards
ISR	Installation Status Report
ITC	In-processing Training Center
ITO	Installation Transportation Office
ITR	Information, Ticketing, and Registration
J	
JAG	Judge Advocate General
JSIVA	Joint Services Integrated Vulnerability Assessment
JU	Joint Use
K	
KA	Kaiserslautern American
KCWC	Kaiserslautern Community Working Counsel
KFOR	Kosovo Force
KMC	Kaiserslautern Military Community
KOD	Key Organizational Drivers
KOP	Key Organizational Processes
KP	Kitchen Police
L	
LAN	Local Area Network
LANDCENT	Land Component of Allied Forces Central Europe
LEAD	Leadership Education and Development
LN	Local National Employees
LRMC	Landstuhl Regional Medical Center
LTC	Lieutenant Colonel
M	
MASH	Mobil Army Surgical Hospital
MCCET	Major Command Child Care Evaluation Team
MED	Medical
MEDCOM	Medical Command
MILES	Multi Integrated Laser Engagement System
MIPAR	Military International Departmental Purchase Request
MOA	Memorandum of Agreement



Glossary

MOU	Memorandum of Understanding
MTMC	Military Transportation and Movement Command
MTOE	Military Table of Organizational and Equipment
MWR	Morale, Welfare and Recreation
N	
NAEYC	National Association for the Education of Young Children
NAF	Non-Appropriated Funds
NAFI	Nonappropriated Fund Instrumentality
NATO	North Atlantic Treaty Organization
NCO	Non-Commissioned Officers
NCOES	Non Commission Officers Education System
NEO	Noncombatant Evacuation Operation
NG	National Guard
NIBD	Net Income Before Depreciation
O	
ODCSLOG	Office Defense Chief of Staff Logistics
ODT	Overseas Deployment Training
OER	Officer Evaluation Report
OJF	Operation Joint Forge
OJG	Operation Joint Guard
OPSEC	Operation Security
OSHA	Occupational Safety and Health Administration
P	
PAB	Parent Advisory Board
PAO	Public Affairs Officer
PAT	Process Action Team
PBO	Property Book Officer
PCS	Permanent Change of Station
PMO	Provost Marshal Office
POS	Point of Sales system
POV	Privately Owned Vehicle
PSRR	Performance Status Review Report.
PT	Physical Training
PVA	Project Validation Assessment team
PX/BX	Post Exchange / Base Exchange
Q	
QOL	Quality of Life
R	
R&A	Review and Analysis



Glossary

RAC	Risk Assessment Codes
RC	Reserve Component
RCPAC	Reserve Components Personnel and Administration Center
REKTRAK	Recreation Computer Software System
RETS	Remote Target System
ROB	Rhein Ordinance Barracks
ROL	Repeat Offender Listing
RSC	Regional Support Center (Kaiserslautern)
RSO	Reception Staging and Onward movement
RSOI	Reception Staging and Onward Integration
S	
SAEDA	Subversion and Espionage Directed Against the Army
SAS	School Age Services
SATCOM	Satellite Command
SAV	Staff Assistance Visit
SFOR	Stabilization Force
SGT	Sergeant
SIT	Soldier In-processing Time
SJA	Staff Judge Advocate
SNRT	Special Needs Resource Team
SOP	Standard Operating Procedures
SORT PROGRAM	Separation Of Recyclable Trash
SP	Security Police (Air Force)
SRP	Soldier Readiness Program
SSG	Staff Sergeant
SSPA	Sustain Superior Performance Award
STACC	Short Term Alternative Child Care
SWOT	Strengths, Weaknesses, Opportunities, Threats
T	
TAPA	Total Army Personnel Agency
TAQ	Total Army Quality
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
TDC	Theater Distribution Center
TDY	Temporary Duty
TFE	Task Force Eagle
THREATCON	Threat Conditions
TMCA	Theater Movement Control Agency
TMP	Transportation Motor Pool



Glossary

TOPS	Transportation Operating System
TQM	Total Quality Management
TSC	Theater Support Command
TSC	Training Support Center
TSD	Training Support Division
U	
UPI	United Press International
USAMMCE	United States Army Military Medical Center Europe
USAR	United States Army Reserves
USAREUR	United States Army Europe
USFPF	US Forces Police Flight
USNSE	U.S. National Support Element
V	
VCCUS	Volunteer Child Care In Unit Settings
VRA	Veteran Readjustment Appointments
X	
XO	Executive Officer
Y	
Y2K	Year 2000
YS	Youth Services



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



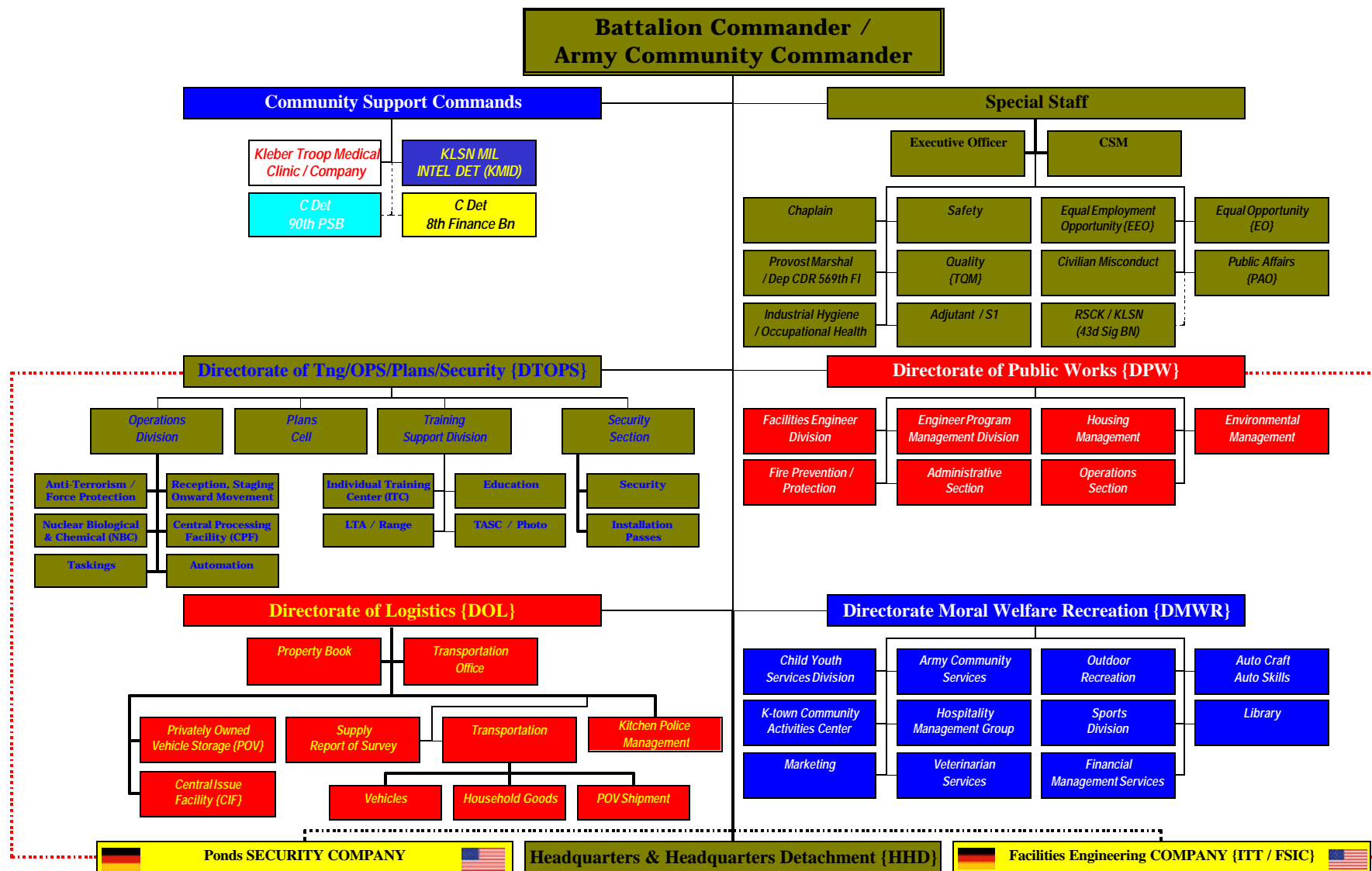
ORGANIZATIONAL CHART



The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri

"Dedicated to Support"

415th Base Support Battalion Organizational Structure



Total Battalion Strength: 1324 Mil / Civ / Contract Personnel

Command Relationships: ————— Command - - - - - Operational Control - - - - - Technical Supervision for Mission Support



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



OVERVIEW



"This ain't gonna look good on our report, Leroy."

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri

"Dedicated to Support"



OVERVIEW

The 415th Base Support Battalion is in its second year of using the Army Performance Improvement Criteria to manage day-to-day operations, short and long term planning, and improving the products and services for our customers.

Our cover is not the normal unit crest or photograph. Our submission should reflect the community and the customer's view point. Therefore, we asked the younger members of our community to tell us "What They Like About Living Here."

Students from the Kaiserslautern Military Community school district were asked to submit a drawing of what they like about living here. Our DOoDDs School Liaison Officer (Dennisse Jones) coordinated the submissions and members of our battalion selected a winner. At our monthly Community Information Forum the commander presented a bicycle that was donated by AAFES Four Seasons Toyland.

Daniela Stem, a 5th grader from Kaiserslautern Vogelweh Elementary School, was our lucky winner. Daniela describes the field behind her housing building; the field contains trees and plants of all kind. Here is her description: "I drew a picture of the trees and other plants around our community because I enjoy nature. I like climbing my favorite tree, getting comfortable, and closing my eyes and day dreaming. I love to listen to the birds chirping, squirrels chattering, and leaves rustling, they sound nice to me. The picture portrays my favorite tree, and where I go to relax."

On 31 July 2000, Lieutenant Colonel James E. Smith will relinquish his command of the 415th BSB. This change of command is merely a transition from one commander's belief in quality approach to another of the same caliber. During the past two years LTC Smith and the Senior Leaders have lead the battalion on its path to Total Army Quality.

Our direction as seen in the commander's vision 2005 encompasses three areas: 1. The 415th BSB Proper, 2. The Kaiserslautern Military Community, and 3. The EUCOM / USAREUR Theater Staging Base (TSB) / Kaiserslautern Strategic Power Projection Platform.

1. The 415th BSB Proper

- ◆ A recognized USAREUR Army Community of Excellence (ACOE) organization.
- ◆ The accomplishment of this vision demonstrates our dedication to the highest standards of providing community and customer support; we are committed to partnership with all stakeholders in our community.
- ◆ Developing the 415th BSB into an organization of excellence is a continual process for several years to come.
- ◆ Implementing the principles of Total Quality Management and a commitment to a systems approach will improve the battalion's operating systems ensuring continual improvement and enhanced customer support.

2. The Kaiserslautern Military Community

- ◆ A community where all soldiers, airmen, DOD civilians and family members have a quality of life consistent with their counterparts in the United States.
- ◆ Incorporating Total Quality Management
- ◆ Increased and enhanced partnering between the 415th Base Support Battalion and the 86th Airlift Wing.

3. The EUCOM / USAREUR Theater Staging Base (TSB) / Kaiserslautern Strategic Power Projection Platform.

- ◆ The Theater Staging Base (TSB) / Kaiserslautern Strategic Power Projection Platform will be a TSB that provides state of the art facilities and capabilities.

Our vision for other components in our community is the partnering with them to make the KMC the desired assignment in USAREUR.

A world class Regional Medical Center at Landstuhl.

State-of-the-art Defense Information Infrastructure (DII) communications facility and DOD Teleport (providing reliable, robust, and global power projection and sustaining base communications support) for Landstuhl.

A global Medical Logistics Center of Excellence at Pirmasens responsively supporting our Department of Defense, Department of State, and Multinational customers.



OVERVIEW

State-of-the-art Base Support Battalion at Pulaski Barracks, USAREUR Theater Distribution Center (TDC) at Panzer Kaserne, Theater Transportation Complex at Kleber Kaserne, Depot operations at the Kaiserslautern Industrial Center and Miesau Army Ammunition Depot, and a state-of-the-art USAREUR Deployment Processing Center (DPC) at Rhine Ordnance Barracks (ROB) capable of processing over five divisions through the DPC and Ramstein Air Base.

Leadership asks us to examine how our senior leaders set the direction for the battalion. The establishment of the Executive Steering Group assisted us in setting organizational directions, collectively review actions, and decide suitable approaches to operate. The collective group established priorities, developed the battalion's mission and instituted a battalion wide strategic plan.

The battalion has approached and developed a systematic approach in many areas of customer satisfaction, review of data, process improvement, and working with our suppliers and partners. The senior leadership standardized processes, goals, and objectives dealing with our daily operations.

The commander's vision is to provide facilities without industrial or environmental hazards, while providing a safe and healthful work environment for all employees in the 415th BSB area of responsibility.

Directorate of Training, Operations, Plans, and Security (DTOPS, formally S-2/3) established their Vision 2005 to continue to organize operation and training goals to meet the DA and USAREUR training requirements; improve command and control by installing the Global Command and Control System Army (GCCS-Army). Enhance installation security of personnel and equipment by upgrading existing fences, access control measures, gates, lighting, and barriers. Provide the soldier enhanced realism in training, by upgrading Breitenwald Range to the Remote Target System (RETS), and deploying state of the art Multi Integrated Laser Engagement System (MILES).

The ACES will deliver opportunities by managing quality self-development programs and services, and integrate technologies that enhance training and education. This vision includes

renovation, refurbishing, and equipping of all three Army Education Centers to state-of-the-art automation equipment, multi-media computer labs with internet access centrally located within the KMC, and staffed by computer lab monitors and academic tutors. Finally, to upgrade the In-processing Training Center (ITC) facility to facilitate in processing and integration of new personnel into the community smoothly.

Directorate of Moral, Welfare, and Recreation (DMWR, formally DCA) vision 2005 is for each division to operate at levels that meet or exceed private enterprise counterparts. This vision encompasses improved customer service, programming, facilities, operating standards, profitability, training, employees, and equipment.

Renovated and upgraded the ACS facility with modern furniture, automated working environment, communication system, video teleconferencing capability, and an automated lending closet.

The vision of the Sports division's is to host an international woman's basketball tournament, new gyms at Kleber and Landstuhl with new equipment, and completely renovated the ROB fitness center.

The CYSD envisions a new YS center at Landstuhl, replacing the existing Teen Center. New and safer buses to transport our youths to special events and offering more special event trips. The Kleber and Landstuhl CDCs will modernized playgrounds with resilient foam matting and install a video monitoring system for all child/youth programs. Central Enrollment Office, expanding, modernizing, and new equipment. Finally, the implementation of an efficient automation system to allow CDSAMS and REKTRAK to improve program efficiency.

The Library visions renovated, refurbished, and newly equipped libraries with state of the art automation equipment; doubling the number of computers with internet access. Expand programs to include toddler and preschool story time, middles school programs, and partnership programs with other schools and MWR programs.

HMG visions country club standard. By seeking out a top notch Chef, renovation of all clubs, growth and professional catering, F&B, nightclub, and special events, this vision makes Armstrong's the single most frequented club in the



OVERVIEW

KMC. Bowling leagues active five plus nights a week (during bowling season), and hospitality services to all market segments.

Director of Public Works (DPW) envisions for 2005 is to provide an environmentally clean community with all scheduled environmental clean-up operations completed. Execute the projects that will facilitate the accomplishments of the 10 installation coordinators (ICs) and the 415th BSB commander. Develop a master plan with two components: Community Master Plan and Mission Support Master Plan.

The overseeing to completion of the following MCA projects scheduled from now to 2004:

Landstuhl
CDC, Teen Center, Shoppette, & Complete Fischer House Project
Kleber
Gym, Maintenance Facility, & Food Court/Clothing Sales/Barber shop/Car Rental
KL east
Complete water utility and District Heat contract
Pulaski
Complete Sports Complex
Other
Complete Master Plans for all 415th BSB Installations

The Directorate of Logistics (DOL) envisions for 2005 the upgrade of the TMP fuel station to meet U.S. and Host Nation standards and the parking/vehicle holding area to engineering standards. The opening of the back gate to Daenner Kaserne regularly to enhance access control and vehicle movement. Improved automation, new buses, new tractors, and reduce the fear of rifts from the remaining local national staff. The DOL will continue to keep an effective, efficient and friendly working relationship within the community.

Now that you know where we are going, let's show you where we are. We begin with our demographics.

Personnel Strength Review & Analysis June 00				
MARCH	Auth	O / H	Attached	Total
Military	40	47	4	51
Civilian	135	138	0	138
NAF:	288	372	0	372
LN	172	232	0	232
Overall Total	635	789	4	793

As of 15 June 00

COMMAND GROUP	
Commander	Command & Control, Policy, Vision, Priorities
Executive Officer	Daily base operations management
Secretary	Administrative assistant to the Commander, Executive Officer, and the CSM
CSM	The welfare of the battalion
CSM's Administrative Assistant	Providing administrative support for the military, civilians, and family members of our battalion.
PAO	
Command Information: Communicate the commander's messages to the community about Army lifestyles.	
Weekly newspaper in conjunction with the Air Force	
Editing and publishing a internal monthly newsletter -- managing the unit's website, editing / disseminates articles, American Force Network Radio and Television (AFN), European Stars and Stripes newspaper, Host nation print and broadcast media, collecting / processing Hometown News Releases	
Community Relations: Liaison between host nation and planners of programs and events; serves as an advisor for the commander when meeting with host nation dignitaries and political figures.	
Media Relations: Maintains contact with media representatives; assists in obtaining and clearing material relating to the command. The PAO conducts unit media training, advises on planning and organizing special events, and focal point for matters of protocol.	



OVERVIEW

SAFETY

Safety Management: Responsibility -- Real property facility safety, Operations conducted in facilities by members of the 415th BSB but, not responsible for other units conducting operations in 415th BSB facilities. 28 assigned and attached units in a geographical area of approximately 1100 square miles consisting of 2,480 buildings & 80 structures. Plans, organizes, directs, and evaluates safety needs on a 24 / 7 for the community.

Strategic Planning (Safety): Senior leaders, directed child care as # 1 priority, Railhead, RAC, Facility operation. Community Safety: ITC Briefings, Ball fields, Swimming, Bazaar, Car-Smash, Family Park, Special Olympics, and Accident Investigation.

EEO

Counseling: The Equal Employment Opportunity Officer serves as an advisor to the Commander and his staff on equal employment. The EEO provides guidance based on executive orders, regulations, and DOD Directives.

EO

EO Program manager: Serves as the Commander's Staff Advisor on EO issues; compiles and analyzes data on indicators of discrimination and sexual harassment; processes EO complaints and recommends corrective actions; Conducts and coordinates weekly training for newcomers and tenet units.

Spokesperson: Represents and coordinates Community Ethnic Observance Program for the Kaiserslautern Military (Army) Community.

CHAPLAIN

Counseling Services: Responsible to the Commander about soldiers and families experiences and thoughts, moral dimensions, the human impact of policies and procedures, and guides the commander.

Religious Services: Insuring that the spiritual and moral needs of soldiers are met and a plan on achieving those needs. The staff provides worship services, pastoral counseling, and moral training (working closely with Air Force Chaplains and local civilian clergy).

WORKS COUNCIL

Liaison: Host Nation's local German Employee's Liaison and Representative for the Commander on all issues effecting unit's working agreements with the German work force.

CIVILIAN MISCONDUCT

Misconduct by Civilians: Adjudicates civilian and family member misconduct issues affecting those individuals the command provides logistic support privileges to IAW Civilian Misconduct Action Authority (CMAA) USAREUR Regulation 27-9.

Civilian Misconduct Action Specialist (CMAS): Shared position with the 86th AW under an interagency support agreement. Responsible for managing both civilian & family members misconduct programs allowing both the Army and Air Force Community Commanders to gage the effectiveness of their programs.

S-1/ADJUTANT

Administration: Working with the Personnel Administrative Center (PAC) the S-1 is responsible for managing the unit's strength, soldier administrative, and personnel service support.

Personnel Services Support: The S-1 is responsible for receiving new soldiers, orders, leave / pass paperwork, pay and adjustments, marriage or housing requirements, evaluation reports, awards, casualty assistance, retiree support, and mail rooms.

HEADQUARTER & HEADQUARTERS

Commander, 1SG, Supply, Training

Mission: Support of the Army members in Support of -- contingency support missions, law enforcement, K9 support, Chapel support, Overseas Deployment Training (ODT), in/out processing of soldiers and families, and Force Protection.

Command Section Responsibilities: Basic soldier care, weapons training, common soldier tasks, Military Occupational Specialty (MOS) training, physical training (PT), supply, care and maintenance of equipment. The 1SG and Company Commander provide supervision and unit administration on all personnel actions effecting the soldier and their families.

DIRECTORATE MORAL WELFARE AND RECREATION {DMWR}

The DMWR is our largest directorate with responsibilities for: The ACS -- Commander's primary resource agency for developing, coordinating and delivering soldiers and family social support service. Auto Craft, Libraries, Outdoor Recreation, Physical Fitness Centers, Youth Services, Clubs, Child Development Center, Community Counseling Center (CCC), Veterinary Care, Army Education Centers



OVERVIEW

DIRECTORATE OF LOGISTICS {DOL}

Transportation: Responsible for dispatching of IFMS vehicles to approximately 300 customers, fuel support, wrecker, taxi, bus shuttle services, inbound / outbound of household goods and hold baggage, drivers testing, and POV storage for deployed soldiers.

Property Book: Supports over 230 hand receipt holders.

Central Issue Facility: Performs issue and turn-in of OCIE support for more than 5000 soldiers.

Kitchen Police Management: Personnel support three dining facilities; participate and support military exercises, and deployment / re-deployments.

DIRECTORATE OF PUBLIC WORKS {DPW}

Engineer Resource Management Division: Responsible for resource programming, budget management and execution, industrial engineering, automation management, and base maintenance contract management.

Facility Engineer Division: Responsible for all planning and construction, engineering services, installation management and operation and maintenance of all real property facilities.

Miesau Office: Responsible for all buildings and grounds. Consisting of an engineer, three technicians, a fire station leader, and 12 firefighters.

Administrative Services Office: Responsible for administrative and personnel activities of the directorate.

Operations Office: Responsible for managing Army Reserve and National Guard construction programs.

Environmental Management: Responsible for environmental law compliance and management of environmental projects.

Kaiserslautern Fire Prevention: Responsible for all fire prevention efforts in the local community.

Housing Office: Responsible for housing questions regarding condition of quarters for the unit's personnel.

Facilities Engineering Services Contractor: Responsible for the execution of the real property maintenance, repair, and new work for five work centers Miesau, Pirmasens, Landstuhl, Rhine Ordnance Barracks and Daenner Kaserne.

DIRECTORATE OF TRAINING, OPERATIONS, PLANNING, & SECURITY {DTOPS}

DTOPS: Responsible for all security, planning, operations and training within; responsible for the provision, coordination, and oversight of BASOP functions throughout the KMC (Army).

Tasks include: Command and control during increased THREATCON, coordination and oversight of Force Protection training of tenant organizations, dissemination of travel advisories and guidelines.

DTOPS is responsible for the coordination and supervision of the designated railheads within the KMC and providing expertise in Force Projection. Activities include preparing onward unit moves, assembling and supervising loading, securing of vehicles, equipment and weapons onto railcars for movement, and coordinating temporary billeting requirements for transient personnel.

Routine Functions: Processing Local Nationals for access to US facilities, providing level I Force Protection, OPSEC and SAEDA briefings, and oversight of contract guard operations.

Additional Items: Emergency Operations Center (EOC) during all crisis situations and developing plans and security for all community soft target operations.

569th SECURITY FORCES (PMO)

Law Enforcement, Vehicle Registration

The 415th BSB Provost Marshal is also the deputy commander of the 569th Security Police Flight, commanded by an Air Force Major. This office provides joint operational control, with the U.S. Air Force, over law enforcement operations for the largest military community outside of CONUS.

Their office is comprised of Operations, Military Police Investigations, Physical Security, Drug Abuse Resistance Education, Law Enforcement / Desk Operations, Traffic Accident Investigations, Drug Suppression Team, Vehicle Registration, and Police Administration.

The Provost Marshal consists of 20 soldiers and 8 local national employees. Their primary services are to provide police assistance, police reports, police blotters, serious incident reports, crime statistics, criminal investigations, traffic enforcement, Drug Abuse Resistance Education program, physical security inspections, drug enforcement, vehicle registration, background checks, repeat offenders list, newcomers briefing, abandoned vehicle enforcement, force protection training, and a child fingerprint program.



OVERVIEW

The 415th BSB provides CONOPS and BASOPS support to all US Army military and civilian personnel, their families, and organizations within the 14 installations (which includes 4 Air Force installations) around the KMC. Our headquarters is located on Pulaski Barracks, Kaiserslautern Germany.

Who ever the commander is for the 415th BSB serves a dual hatted role. The 415th commander is the deputy commander for the Kaiserslautern Military Community. A community that comprises of 40,000 Americans ranging from active duty Army, Air Force, and Navy, family members, U.S. civilians, Local Nationals, Retires, and temporarily assigned reserves and national guard. The second hat is as the battalion commander of a forward-deployed support battalion, with a total strength of over 1,300 employees.

LTC Smith has responsibility for command & control of four directorates, Directorate of Public Works, Directorate of Logistics, Directorate Moral, Welfare, and Recreation, Directorate of Training, Operations, Plans, and Security, a contract facilities engineering company and two Pond's security contracts. These directorates and agencies are responsible for executing armed antiterrorism/force protection (AT/FP) operations for 10 Army installations covering 1,150 square miles.

The battalion operates deployment nodes in support of deployment in the Kaiserslautern Strategic Deployment Platform. With this platform come the responsibility for executing reception, staging and onward movement (RSO) missions for CONUS based, Bosnia deployed soldiers transiting Ramstein Air Base. Provides transportation, billeting and facilities engineering maintenance support to USAREUR's Deployment Processing Center. Providing base operations (BASOPS) support for 20,000 soldiers, DA civilians and family members and the executing of an annual operating budget of approximately \$42 million dollars. CONOPS support since September has involved the execution of over 104 RSOI missions involving 2,472 man-hours to move 3,345 passengers and 111.2 tons of cargo.



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany

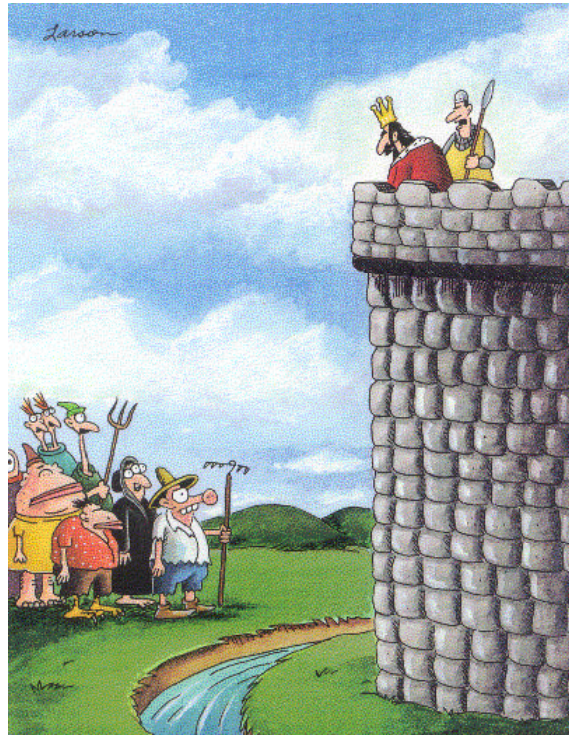


CATEGORY 1.0

1 LEADERSHIP

1.1 ORGANIZATIONAL LEADERSHIP

1.2 PUBLIC RESPONSIBILITY AND CITIZENSHIP



"Those, sire, are the uncommon folk."

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri

"Dedicated to Support"



Leadership

1. Leadership

1.1 Organizational Leadership:

a. Senior Leadership Direction

Senior leaders use a variety of methods to get the word out to our people on what is important. Each staff function and directorate utilizes e-mail, verbal, policies, and hold regularly staff meetings. The battalion's goals are posted through out the organization along with our mission statement and vision statement. Our own web-page opens to the vision statement and includes a web-link to the TQM page.

(1) Organizational values, expectations, customer focus were reaffirmed in Oct. 99 during the strategic planning conference held by the 26th Area Support Group. Battalion senior leaders, other BSBs, and the ASG staff came together to set the direction for each location, while ensuring a linkage to the group's plan. One of these linkages is our values. The senior leaders felt it was important to maintain this linkage by adopting the United States Army's values.

a) The Army's values -- Are our values; Candor, Commitment, Competence, Courage, Duty, Honor, Integrity, Loyalty, Respect, Selfless Service.

To aid in the deployment of these values we have used many methods to get the word out. The strategic plan, individual tri-folds, the Quality newsletter, the TQM web page, quality training and walking the talk.

b) The Guiding Principles contained in the strategic plan communicate performance expectations. Those expectations are: Take Care Of Our People. Make Customers the Driving Force. Treat People as Our Single Most Important Resource. Enable & Empower Our Workforce. Reward Innovation, Imagination and Creativity. Eliminate Non-Value-Added Work. Take Sound, Calculated Risks To Produce Efficient Results. Employ Solid Business-Like Practices. Create Enterprise and Revenue Generating Operations. Leverage Training And

Technology To Increase Productivity. Look For Reengineering Opportunities and Implement. Work Collaboratively with the Community and Private Sectors. Focus On Performance Measurement and Continuous Improvement. Exercise Responsible Stewardship of Our Resources and Our Environment. Strengthen the Ties between the Army, Air Force, and Host Nation. Acknowledge Results. People First / Mission Always. These expectations encompass the over-arching direction our senior leaders expect from our people. Sectional and individual directions are communicated in many different plans, policies, and guidance from DA, USAREUR, 26th ASG, and internal standard operating procedures.

In category 2.1 you will find a more detailed breakdown of the expectations. There you will find the goals, objectives, expected performance requirements, and how we measure those performance expectations.

c) To focus on future directions to improve our products and services for the customer we have identified major areas through planning assumptions: Ratio of married / single parent verses single soldiers will increase. Operations tempo will remain high as the increase in NATO / Joint operations continue. Quality of Life demands will increase while the higher demands on NAF and AAFES/ARM dividends dollars will decline. APF / NAF funding will remain below requirements, facilitating a need to expand existing sources of funds. Workforce and maintenance costs will increase significantly. Increase emphasis on process improvement and technology. More functions will be consolidated / regionalized / contracted. There will be increased emphasis on environmental compliance. There will be more management accountability. Volunteering will become more critical.

These assumptions can be found in the different directorates' internal plans. Though they may not verbalize these assumptions as the strategic plan points out, never the less each section understands the uncertainty of operations



Leadership

in our area of responsibility. Seen in category 3 the battalion has identified the customers and the needs of those customers.

(2) In our first submission we identified that there was no formal suggestion program. Since then we established two separate programs to remedy this. First was to disseminate information on the Army's suggestion program, second, was the establishment of the "Q,59" award. The "Q,59" provides an easy way for any one in the battalion to make suggested improvements, encourages participation in the Army's suggestion program, allows supervisors to give this award to someone practicing improvement in their own area, and finally recognizes people for telling others about their improvement through our quality newsletter.

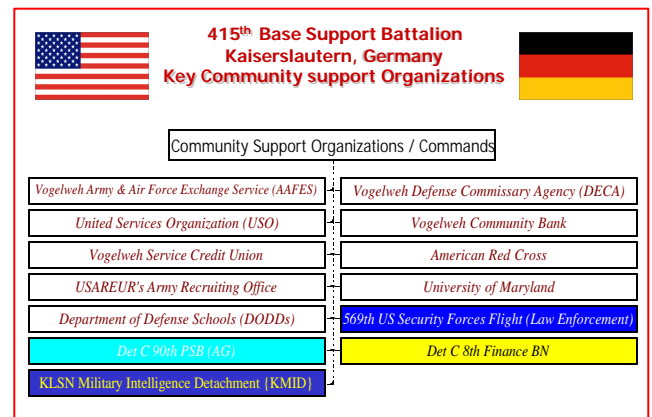
Another area identified having shortfalls was our ability to improve formal and informal training, much of this could be related to a lack of funding. Since we can not always control things outside of our area, we decided to look at those things within our control. The ESG (Executive Steering Group) authorized the establishment of a PAT (Process Action Team) to look at several areas that were identified in our Employee Climate Survey (results are available on figure 7.3.a (1) 1). One of the areas identified was training (1.91 out of 3.00). Our PAT team used brainstorming techniques to find different ways to get the word out to our people on what training was available them. To help insure we had a more rounded PAT, our commander requested a member from the local CPAC. Her knowledge of the civilian personnel system provided us other avenues to pursue and not rely on just the no money available excuse.

Quality training is in the process of being provided to all members of the battalion. While still on going we have trained approximately 100 plus members of our organization. Other types of educational opportunities, military related training, civilian career development, ACS developmental courses and private classes available our employees. All of these are encouraged and funded when the budget permits.

(3) In the overview we mentioned the vision for the battalion. This consolidated vision was just one way our senior leaders communicate our direction. Other methods used is the mission and vision statement: Mission Statement -- Provide Command and Control, Base Operations Support, Force Protection, and Reception, Staging, and Onward Movement [RSO] in Support of Contingency Operations, Conduct Area Operations and Support for the Joint Power Projection Platform; Enhance the Readiness and Quality of Life for the Total Force Within the Kaiserslautern Military Community [KMC] to Meet on Going and Future Requirements.

Vision Statement -- A Dedicated Team of Professionals Continuously Improving Support and Services for Our Customers While Serving as the USAREUR Benchmark for a Power Projection Platform and Sustainment Base for the Kaiserslautern Military Community.

The senior leaders identified the local Key Community Support Organizations.



The identification of these key players aids us in seeking out future opportunities and to better identify our suppliers, partners, and stakeholders through out the battalion and the community.

The establishment of four Key Organizational Drivers (READINESS / QUALITY OF LIFE / RESOURCE MANAGEMENT / PRODUCTIVITY IMPROVEMENT) in our Strategic Plan informs the internal and external members of the KMC of our directions.



Leadership

A top down driven direction from the 26th ASG, USAREUR, and DA limits our ability to seek out future opportunities. However, we continually seek out ways to improve business and relationships with customers and partners, while staying within these constraints.

b. Organizational Performance Review

(1) Senior Leaders use the strategic plan as a foundation for the battalion's direction. However, this plan does not contain all the plans necessary to accomplish our day to day mission. Listed below are other assessment methods used to guide the organization.

Senior Leaders Reviews and Supporting Plans
MIPL (Master Integrated Priority List)
Bottom Up -- Financial based for Projects
Internal SOPs aligned to Strategic Plan
USAREUR (developing) / 26 th ASG Strategic Plans
MWR Plan
RDS (Recreation Delivery Services)
USAREUR Budgetary Processess
Barracks Renovation Projects USAREUR
AIM High Budgeting Process, Based on Square Feet
Quality of Life Standards USAREUR
Award Fees Boards
R&A
ISR
26 th Financial reports
Execution Rate AF/NAF (DMWR)
DMWR (Get Better Plan, Financial Execution)

(Table 1.1.b (1) a)

(2) Using the different plans and associated review actions in 1.1.b (2) the senior leaders evaluate the health of the organization. Each section separates the information from these findings and prioritizes their own directions for improvement. Additional items that come into the prioritization process are the USAREUR IG - General Inspection Report - A Level findings. The effected section is assigned the responsibility to evaluate the IG findings and report to the commander and the senior leaders the corrective findings. This process is monitored during weekly staff meetings by DTOPS.

The senior leaders use monthly R & A data to evaluate the organization performance. This

review process looks at the units personnel strength, RSOI mission support from DMWR, DPW, and DOL, Family Members Action Officer's current statistics and trends in Spouse, Child Abuse and Neglect, Chapel support, and PAO actions.

The DMWR uses the MIPL Appropriated funds expenditures to set priorities and transmits these priorities to managers verbally and in writing (e-mail). The DMWR uses a top down driven 8% bottom line from DA to set financial goals. The CPI (Command Inspection Program) findings evaluate is also used to set improvement areas in the DMWR. The HMG holds internal meetings, individual performance reviews, and a 6-month calendar planning to evaluate areas for improvement and reinvention. Operational reviews are held monthly to review financial report cards (ASG grades these cards); these cards are briefed to the commanders of the 415th BSB and the 26th ASG. Follow-up is then provided to all personnel from these standards. Another goal is the appropriated budget execution 80% execution at mid-year by DRM regulation.

The DMWR Project Validation Assessment (PVA) is a team of private consultants 3 to 4 people. Their goal is to work long range plans with a marketing focus.

DTOPS guidance comes from standard operating orders and regulations. In these orders their future direction is more defined by higher headquarters. Their goal is to track the current and future state of force protection, disaster plans, NBC plans, installation plans, mutual support, in/out processing, and deployments.

DPW utilizes environmental review findings. These findings consist of water protection, city environmental, security, and safety. Their goal and priority is to determine and use the most stringent standards when allocating resources.

To set priorities DPW uses the customer feedback received from the service orders. The actual order when processed contains information on the quality of service. This feedback enables the DPW to direct improvements as necessary.



Leadership

ITT Federal Services International Corporation (DPW's maintenance contractor) uses several review findings to improve operational support. In figure 7.1.a (1) 1 the ITT tracks their service order status to set areas for improvement; in figure 7.1.a (3) 1 they track defects and how it will effect future improvements. ITT is also the only ISO-9002 and ISO-14001 (International Organization of Standards) certified maintenance contractor in Europe. This certification means that our supplier and DPW are dedicated to improvement, innovation, and reinvention par none.

Barracks utilization data provides the ICs the number of residents in their facilities. This information provides them the necessary tools to make future planning decisions on the best way to manage the limited space available to them. This also provides planning guidance, references, and feedback to the commanders on the best way to manage in coming personnel in support of the contingency operations coming through the KMC area of responsibility.

The DOL uses R & A data to evaluate the IFMS fleet utilization rates (figure 7.5.a (1) 2) and accidents (figure 7.5.a (2)) 1 to evaluate trends. This trend analysis provides DOL the tools to judge current and future requirements for the IFMS fleet and planned replacement timelines. Additionally future training requirements or internal operational changes can be incorporated into the strategic plan.

Other data reviewed by DOL to set future requirements is the Central Issue Facility (figure 7.5.a (1) 3); this data provides current data that can be used to predict future personnel movement trends. The Property Book, KP management, and Transportation (figure 5.5.a (1) 1) provide data on possible future trends.

(3) The R & A review findings are our strongest source of how we are doing and where we need to go. In addition to the above mentioned reviews senior leaders review the Chapel Attendance (figure 7.1.a (1) 2), this review provides feedback on chapel services utilization and trends in

customers using our services. The Child/Youth Services Division Child Care Waiting List (figure 7.1.a (2) 1) provides information to the DMWR on how we meet the customers needs, facility capabilities, future changes, and requirements that may be needed from local suppliers. This vital feedback is provided to headquarter agencies for operational changes, i.e. a possible requirement of slowing down the PCSing of family members to this area. Manning adjustments can be planned based on the usage of the services displayed in the DMWR/ACS program usage slide (figure 7.1.a (2) 2). Mission capabilities are monitored using the RSOI mission support data figures 7.2.a (2) 1, 2, 3 and 7.5.a (3) 2. This information provides us with data on how our BASOPS capabilities are being used to support CONOPS activities.

In addition to the other R & A data, IG reviews, ISR, and the other reviews listed in Table 1.1.b (1) a; we used the employee climate survey results (figure 7.3.a (1) 1) to establish a PAT addressing the communication, moral, and welfare of the battalion. Review findings are analyzed at each level in the organization and then provided to suppliers/partners to ensure the organization is taking care of the customer's needs.

(4) The senior leaders use the reviews and several methods of employee feedback i.e. one-on-one, staff meetings, counseling, and employee climate survey gauge their effectiveness. Combined with the performance review finding and these feedback methods, leadership can evaluate leadership in the organization.

Another method available to the leaders is the final results of the USAREUR IG Command Sponsorship Inspection. This inspection showed that the 415th BSB's Sponsor Recognition Program as an Area of Excellence. Having our SIT program identified as a model for implementation across USAREUR also recognized us.

1.2 Organization Responsibility and Citizenship: a. Responsibilities to the Public



Leadership

(1) The 86th AW Comptroller Squadron provided these facts and figures for the joint community several months ago; they provide data on how our military community impacts the local community. Working in conjunction with the 415th BSB and other units in the KMC here is how we impact our community financially.

LOCAL ECONOMIC IMPACT	
Salaries *	Amount
Air Force	\$86,149,579
Army	\$25,254,756
DOD Civilian	\$41,601,874
Host Nation	\$211,898,573
Morale, Welfare and Recreation	\$6,682,832
Other	\$15,330,871
Total Salary Impact	\$386,918,485
Local purchases & other Expenditures	
Local Contracts	\$157,101,818
Construction	\$196,574,421
Other Expenditures	\$131,101,226
Total Local Purchases & Expenditures	\$484,777,465
Total Local Economic Impact	\$871,695,950
*Dollar amounts assume 100% of local national employees' and 30% of U.S. citizens' salaries are spent on the local economy.	

Environmental issues are address to DPW using the Joint Final Governing Standards agreed upon by German and American. To further assist our community the DPW maintains a liaison with the Air Force's CE on issues concerning clubs, projects, housing, environmental, and stationing issues.

To keep society abreast of changes the DPW published a detailed customer service guide. This guide provides information to the customers to assist them on how to deal with facility problems in our community before they become major problems.

Twice a year DPW holds environmental meetings to address concerns and provide training on HAZMAT to each effected section.

Before any changes were made to our ranges the battalion schedule a meeting with USAREUR, contractors, safety, environmental, range and local officials. After this meeting the DTOPS Training Support Center implemented work orders to deal

with range noise, also a SOP was establish containing the German agreement to improve the range.

Concerns about public health were addressed during a community forum with the KMC community. As a result air conditioning was installed in the Armstrong's club; this allowed the management to keep the doors and windows closed to reduce the noise pollution in local housing area.

The Public Affairs Office maintains close ties to the local officials by keeping them abreast of changes in daily operation, which may effect the local community. They also monitor the amount of informational stories sent out to the public in figure 7.1.a (3) 5. The PAO has keep the local society informed on everything from possible land contamination at Pirmasens to water concerns at Daenner Kaserne.

Senior leaders hold regular meetings with the local community leaders ranging from the Army, Air Force, and local German government officials to keep them informed of possible changes in operations which may effect the local communities.

The IFMS Vehicle Accident figure 7.5.a (2) 1 is just another method we use to let people know about our operations. This metric reflects the impact on our community of possible trends involving government vehicles.

(2) To assist us in preparing for public concerns senior leaders remain in close contact with the local community. Through the use different method to receive feedback and inform our community the battalion has strive to anticipate the public's concerns. Our PAO seeks out any and all methods to get the word out and to head off any possible future problems. We use Stars and Stripes, AFN Radio and TV, AP, UPI, Kaiserslautern American, 415th BSB Newsletter, Herald Post, Web-Page, and the Commander's Hotline (4 - 10 calls per week). We also use many different local German sources of communications to keep our host nation abreast of our product, services, and any change to them.



Leadership

Print	
Stadt und Land Kurier - Otterback	
Verbandsgemeindeverwaltung -- Landstuhl	
Wochenblatt -- Kaiserslautern	
Verbandsgemeinde Enkenbach-Alsenborn -- Enkenbach	
Pfalzbote -- Sembach	
Verbandsgemeindeverwaltung Winnweiler -- Winnweiler	
NTV -- Berlin	
Deutsche Presse-Agentur -- Frankfurt	
Deutsche Presse -- Saarbrücken	
Die Rheinpfalz: Landstuhl, Pirmasens, and Ludwigshafen	
Pirmasenser Zeitung -- Pirmasens	
Geo (environmental news) -- Hamburg	
Saarbrucker Zeitung -- Saarbrücken	
Rhein Zeitung Koblenz -- Koblenz	
Trierischer Volksfreund -- Trier	
TV	
Sudwestrundfunk -- Mainz	ARD
SAT 1 -- Mainz	RTL
Zweites Deutsches Fernsehen -- Mainz	
PRO 7	Reuters
CNN Frankfurt	SR -- Saarbrücken
Radio	
Radio Donnersberg	Rockland Radio -- Pirmasens
Radio RPR -- Kaiserslautern	Radio RPR -- Ludwigshafen
Sudwestrundfunk Kaiserslautern	Saarlandischer Rundfunk -- Saarbrücken

The latest Kaiserslautern Community Working Counsel (KCWC) meeting was held on 6 June and chaired by BG Volcheff (86th AW CDR), and co-chaired by Kaiserslautern Mayor Deubig. This meeting addressed issues concerning the status of the gas stations at (Ramstein and Pulaski) and the progress of the upgrades, noise reduction improvements at Breitenwald Range, and controlling ground water contamination in the KMC. Updates will be provided when the 415th BSB hosts the next KCWC meeting on 31 Oct 00 at Armstrong's.

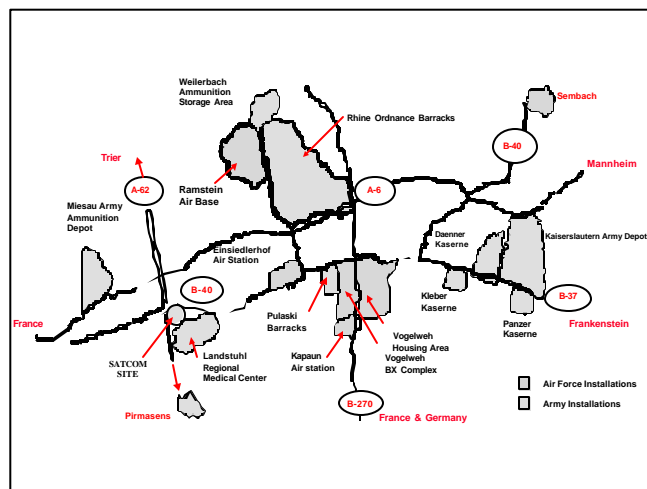
(3) Our ethical business practices are handled from the senior leaders down. Much of our guidance comes from the EEO and Works Council. EEO processes complaints in accordance with Federal law enacted in November 99 from Congress (29CFC1614). The Commander working with EEO insures a viable program is in place and follows guidelines for time compliance. Information dealing with the EEOC is display on bulletin boards (regularly

updated) to communicates policies to all personnel. To help handle mediation cases the EEO contacted the Air Force to preside over their cases and they do the same for us; this practice has help illuminate an appearance of any bias.

Ethics training is provided to all managers by the 26th ASG.

b. Support of Key Communities

Last year we pointed out that we are over shadowed many times by being so close to the largest Air Force base in Germany. We have made many strives to reduce this shadow, work with the community, improve our name, and inform the community of who and what we are.



The 415th BSB key community of support is pre-defined for us. Our area of responsibility covers over 1,150 square miles and a population of 40,000. Since our organization is responsible for such a large area you can not just mention what the commander does or even the senior leaders to strengthen our ties with the community.

The following items are activities our battalion has accomplished in many areas to build our ties to the KMC and the local national community.

The CYSD in partnership with the 86th AW, DODDS, FAP, and ASACS hosted the Teen University 2000. This year's four session dealt with topics that were voted as top issues for teens



Leadership

by the students of Kaiserslautern American High School and Ramstein American High School.

DODDS and the 415th held this year's Kaiserslautern Celebration Day and Parent University. Open to all members of the community with 114 workshop events specially designed for all groups ranging from Parents of Special Ed students, Teachers, Nurses, and the Students.

The 415th hosted the Human Task Force visit to Kaiserslautern at the KCAC with attendance of 472 participants.

Over 150 German and American guests along with community leaders attended the 415th BSB/German American Club Spring Reception. Co-hosted by the Commander and the President of the German American Club, guests included the Vice-Commander of the 86th AW.

Over 500 family members attended the 415th BSB 86th AW/SS Month of the Military Child Volksmarch and Family Picnic at Pulaski Barracks Family Park.

A Recognition Ceremony for Outstanding Sponsors of the 4th Qtr, FY99, 1st Qtr, FY00 and Sponsor of the Year was sponsored by the 415th BSB. This event was held at the monthly Community Information Forum and included MG Hack from the 21st TSC.

At the annual 415th BSB AFAP Symposium delegates identified, discussed, and provided recommendations on what works well (most valuable assets) in the Army and Air Force KMC and what doesn't. The delegates voted that the 415th BSB was #4 of the top 5 most valuable assets in KMC.

The 415th BSB hosted the Gulf War Illness sessions held at Armstrong's. The first session's attendance of 202 participants included 25 from the Air Force and family members. The afternoon attendance of 125 included 15 from the Air Force, and family members.

LTC Smith presented BG Christianson with a savings check that represented over 58,800 hours worth an estimated \$750,000 at the 415th BSB Community Volunteer Appreciation Banquet. 180 volunteers attended the event where BG

Christianson, Deputy Commander of the 21st TSC and LTC Smith presented awards to four volunteers who were selected as Volunteers of the Year. The four volunteers had a combined contribution of over 13,000 volunteer hours for the quarter.

The Commander and COL Stone, Vice Commander of the 86th AW represented the KMC during opening ceremonies for the State of Rhineland-Palatinate-State Garden Fair in Kaiserslautern.

On 28 April 2000, over 100 American and German guests, children and community leaders, including Lord Mayor Dubig of Kaiserslautern and COL Granger of LRMC, attended the dedication and opening of the 415th BSB's Pulaski Barracks Family Park. Elementary and middle schools can enjoy the dual language description boards that explain common flowers, plants, animals and other facts about nature in Europe. The park also has barbecue areas with pavilions, a camping area, and a recreation area. The park is part of a larger complex that includes a combined soccer/football field and track (constructed by National Guard Engineer detachments and FSIC ITT). This park has proven to benefit the Army and Air Force families living in the Vogelweh Housing Area as well as the entire KMC.

The 415th Spring Bazaar provided a cultural experience to the KMC. Over 50 vendors presenting a variety of wares and grossed over \$280,000; being hailed as the best bazaar to date.

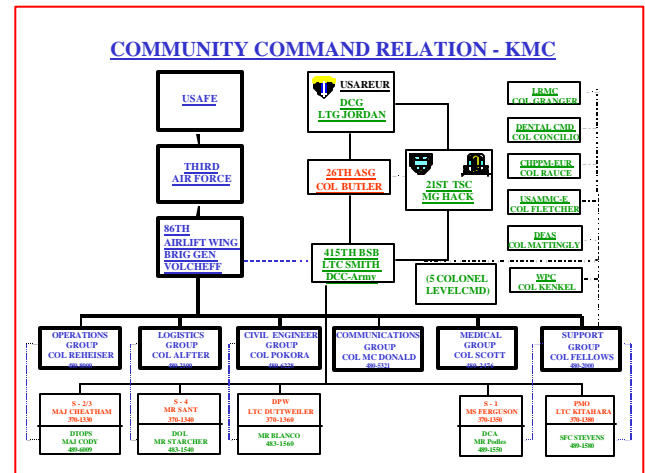
At the inaugural Vogelweh Elementary School Dad's meeting; Army dads accounted for about 75% of the 60 dads in attendance. The purpose of this meeting was for local dads to serve as role models and reinforce the point that dad's are getting involved in the parenting and education of their children.

The 415th provided transportation support to the LRMC as they prepared for possible mass casualties resulting from a local tour bus accident. The Commander, Mr. John Haldeman, (Casualty Assistance Officer) and Mrs. Jackie Haldeman (raised in Verdun, France) represented USAREUR during a visit to the injured



Filling the vacancy of the battalion's Safety Officer; our new Safety Officer is bringing new enthusiasm to the position. In the next few months he is slated to implement new safety briefings into the ITC briefings and develop safety checks of the ball fields and swimming areas. Safety will also be developing standards for the vendor and customers at our bazaars, the

Requested by the Air Force; the Family Member Action Officer (FMAO) provide training and assistance to Spangdahlem and Heidelberg communities on the operations of a family member misconduct program.



These two commanders use the Kaiserslautern American newsletter to address areas of concerns to both communities. Located on the inside page of the newspaper is the "Commander's Action Line", in this column the commanders address those concerns and transmit directions of how we (Army & Air Force) operate in our community.



2 STRATEGIC PLANNING

2.1 STRATEGY DEVELOPMENT

2.2 STRATEGY DEPLOYMENT



The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Strategic Planning

2 Strategic Planning

2.1 Strategy Development:

a. Strategy Development Process

(1) Last year's submission was our first strategic plan. In that first plan much of our guidance and direction was founded around the leadership of the commander, but since that first plan we have made several adjustments in our process and direction.

The first major change in our process was a one-week conference at the 26th ASG Strategic Planning session. The ASG knew this process would require someone from outside of the box to get us started. They brought in the consulting firm of Future Visions International, Watertown, New York. Mr. Mike Plummer started our joint plan by first asking us to provide him with our SWOTs (Strengths, Weaknesses, Opportunities, and Threats). He and later we capitalized on the strengths and opportunities while eliminating the weaknesses and mitigating the threats. All of these inputs were tabulated prior to the conference starting to be used later to provide us with directions for our planning.

Senior leaders from our battalion included the Commander, XO, CSM, DPW, DOL, DMWR, PAO, HHD, and TQM attended this conference. In addition the leaders of our fellow battalions and the representatives of the 26th ASG were present.

During the conference we addressed the external environment, clarified our mission and vision statements, developed guiding principles and planning assumptions, and used our SWOTs, to establish key organizational drivers, goals, objectives, measurements, and key actions items.

<i>The Strategic Planning Model</i>	
Situation Analysis	
Evaluate strengths, weaknesses, opportunities, and threats	
Guiding Documents	
Develop mission, vision, guiding principles, values, and broad goals	
Key Success Factors	
Identify variables that will be necessary to achieve vision and differentiate the organization from major competitors.	

Performance Metrics
Identify major performance measures that look at past, present, future, and all stakeholders.
Targets / Goals (Performance based measures)
Set annual and longer-term targets based on history, competitors, customer needs, and benchmarking.
Strategies
Develop and implement action plans to achieve targets.
Manage Implementation
Measure progresses and make adjustments as required.

Table 2.1.a (1)

(2) From the results of the strategic planning conference came our four Key Organizational Drivers (KOD): Readiness, Quality of Life, Resource Management, and Productivity Improvement. Each KOD has its own goal or goals, objectives, and action items. Each objective has standards, performance measurements (a three-color rating system red, amber, or green), and a financial designator related to cost involved (N-none, L-low, M-medium, & H-high).

Using the individual support plans located in Table 1.1.b (1) a; customer needs expectations and future services are developed and verified against review data found in the R & A and ISR. However, much of the data is reported to the 26th ASG and USAREUR, where it is used to compare our battalion against the other battalions in Heidelberg, Mannheim, and Darmstadt.

Our competitive market base is primarily the Air Force. We have identified some of the local businesses that effect us, but many of those are identified informally.

To service the customer better we have upgraded many of the computer systems through out the battalion. The S1 and HHD have had their personnel computer systems upgraded as well as higher headquarters input systems. HHD upgrades include the ARCIS (Army Company Information System) database and S1 to CIPers 3. Although these systems have been used stateside for quite a while, we have just received them.

To aid in understanding we obtained a survey program from the 623d Air Mobility Support



Strategic Planning

Squadron, Ramstein. Their donation provided us a means to evaluate our human resources. One of the results of the survey was, we were lacking quality understanding in the battalion and how we take care of our people. Many of the 51-question survey have been encompassed into our strategic plan and are being used to seek out areas for further improvements.

Customer satisfaction feedback is available throughout different sections in the battalion. Inputs we receive from these feedback methods are used to address areas for change. As with the survey many of these feedback methods are part of our strategic planning and are also found in other plans throughout the organization.

Our suppliers and partners have also been incorporated into our strategic plan and daily planning. The Pond's Guards superintendent and CPAC are regular members of our staff meetings. The ITT provides regular updates on services provided to DPW. The commander attends weekly staff meetings with the Air Force. The commander and other staff members hold regular meetings with the local community leaders. These meetings provide us with regular feedback that we use to assess our strategic planning, daily operations, the market and customers, and how our processes influence the customers.

b. Strategic Objectives

The following tables come from our strategic plan as mentioned in table 2.1.a (2). You will see in these tables the expect time line, standards, performance measurement, financial aspect, targets, and the goals and sub-sequential objectives.

Readiness, goal 1, objective 1.1 indicator of success: long range plan developed with annual updates, percentage of reduction in Major M&R backlog, APF funds available to work required, and NAF funds available to work required.

READINESS GOAL 1: Continue to improve the 415 th BSB's capability and capacity as a power projection platform and sustainment base.			
OBJECTIVE 1.1. Develop resource and implement capital investment plans to revitalize or replace essential infrastructure and enhance BASOPS support and operations.			
Std	< 90%	90 – 95%	> 95%
Performance Measure: ISR.			\$ - N

FY00	FY01	FY02	End State
Target 90%	Target 95%	Target 95%+	Green

Goal 1, objective 1.2 indicator of success: Percentage of timelines met vs. requirements, customer satisfaction with support systems, METL trained, installation upgrades, inter-service agreements standardized, and continuity folder development.

OBJECTIVE 1.2. Deliver customer-valued BASOPS support that meets the present and future power projection needs of our customers.			
Std	< 70%	70 – 80%	> 80%
Performance Measure 1: Level of customer satisfaction with our ability to deliver BASOPS support that meets their power projection needs.			\$ M & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 2: Percentage of RSO standards met.			\$ M & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 1, objective 1.3 indicator of success: Percentage of plan implemented, responsibilities clarified, sustainment plan implemented, working group's recommendations delivered and implemented, training system implemented, user trained, and service improvement vs. technology expenditures.

OBJECTIVE 1.3. Capitalize on existing and new technology.			
Std	Save/avoid < cost	Save/avoid = cost to cost + 20%	save/avoid > cost + 20%
Performance Measure 1: Return on investment (Cost savings/avoidance value added):			\$ N,H, M
FY00	FY01	FY02	End State
Target 70%	Target 81%	Target 85%	90%
Std	< 70%	70 – 80%	> 80%
Performance Measure 2: Level of customer satisfaction with technology (98 Survey 28, 88, 145, 172).			\$ N, H, M
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 2, objective 2.1 indicator of success: Percentage of unfilled positions vs. performance results and customer / employee satisfaction, employees with IDP, time table of expected completion dates for training, SOP developed, satisfaction with sponsorship program, compliance with timelines, increased RC presence, positions identified as exempt, mission capabilities hindered by imposing five year rule, and developed plan of available programs including percentage of workforce enrolled.



Strategic Planning

READINESS GOAL 2: Maximize the capability, effectiveness and job satisfaction of the workforce.

OBJECTIVE 2.1. Hire, develop and retain a quality workforce that meets current and future needs.

Std	< 70%	70 – 80%	> 80%
Performance Measure 1: Management satisfaction with the quality of the workforce.			\$ L,M,N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 2: Customer satisfaction with the quality of the workforce. (98 Survey)			\$L,M,N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 3: Employee satisfaction with the quality of the workforce. (98 Survey)			\$ L,M,N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 2, objective 2.2 indicator of success: Percentage of incorporated plans, recommendations delivered and deployed in the BSB, track and compare survey results, trend improvement in survey results as compared to daily operations, increased understanding of principles.

OBJECTIVE 2.2. Enhance the quality of the work environment.

Std	< 70%	70 – 80%	> 80%
Performance Measure 1: Management satisfaction with the quality of the work environment. (98 Survey HRD & Mgt)			\$ N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 2: Employee satisfaction with the quality of the work environment. (98 Survey HRD & Mgt)			\$ N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Quality of Life, goal 3, objective 3.1 indicator of success: percentage of obligated funds against requirements, customer usage, customer satisfaction, plan developed and implementation time-line established.

QUALITY OF LIFE GOAL 3: Provide quality BASOPS and MWR support to customers.

OBJECTIVE 3.1. Provide required and customer-valued QOL programs and services.

Std	< 70%	70 – 80%	> 80%
Performance Measure 1: Programs; level of customer satisfaction			\$ H,M,L, N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 2: Services; level of customer satisfaction			\$ H, M, L, N
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 3, objective 3.2 indicator of success: Percentage of standards met and exceeded, customer focused QOL standards implemented based on feedback systems.

OBJECTIVE 3.2. Meet USAREUR Quality of Life Standards.

Std	< 70%	70 – 80%	> 80%
Performance Measure: Level of customer satisfaction with the quality of life.			\$ L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 4, objective 4.1 indicator of success: Annual self assessment conducted, recommendations delivered and percent of implementation, 50 % reviewed annually of all MOU / MOA, key business processes mapped and flowcharted, percentage of support and services recognized as benchmarks.

RESOURCE MANAGEMENT GOAL 4: Manage resources efficiently and effectively.

OBJECTIVE 4.1. Improve the effectiveness of BASOPS support and operations.

Std	< 70%	70 – 80%	> 80%
Performance Measure 1: Level of customer satisfaction with BASOPS support by category i.e. deployment housing, maintenance, training, etc.			\$ N & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%
Performance Measure 2: Measure: Level of internal customer satisfaction with the effectiveness of operations by category i.e. contracting, marketing, supply, etc.			\$ N & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 4, objective 4.2 indicator of success: Plan implemented, percentage of obligations verses allocated funding.

OBJECTIVE 4.2. Accurately project resource requirements.

Std	> 10%	5 – 10%	< 5%
Performance Measure: Percent of expenditure actual/programmed.			\$ N
FY00	FY01	FY02	End State
Target 105%	Target 100%	Target 95%	< 95%

Goal 4, objective 4.3 indicator of success: Plan implemented, program in place.

OBJECTIVE 4.3. Become more proactive in environmental stewardship.

Std	< 70%	70 – 80%	> 80%
Performance Measure: Percentage resolution of ECAS findings.			\$ L
FY00	FY01	FY02	End State
Target 50%	Target 70%	Target 80%	90%



Strategic Planning

Goal 4, objective 4.4 indicator of success: ABC/ABM implemented, percentage of cost per program verses customer satisfaction feedback.

OBJECTIVE 4.4. Improve BASOPS efficiency while maintaining customer satisfaction.			
Std	> 105%	95 – 105%	< 95%
Performance Measure: Percentage of expenditure actual/programmed.			\$ N
FY00	FY01	FY02	End State
Target 105%	Target 100%	Target 98%	< 97%

Goal 5, objective 5.1 indicator of success: Workforce understands the purpose of the strategic plan, mission, vision, guiding principles, values and goals, IPR's conducted quarterly, supporting plan linked to budget cycle, supporting plan linked to rewards system, supporting plan updated annually.

PRODUCTIVITY IMPROVEMENT GOAL 5: Proactively manages change through Total Army Quality / Army Performance Improvement Criteria philosophy to ensure continuous mission success.			
OBJECTIVE 5.1. Assess and evaluate the 26th ASG Strategic Action Plan to incorporate ever-changing requirements.			
Std	< 70%	70 – 80%	> 80%
Performance Measures: Percentage of FY targets met or exceeded.			\$ N & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 5, objective 5.2 indicator of success: Increase approval rate, 3% annual increase in submissions, guidance provided, capability expanded, percentage of employees with quality tools increasing, 100% employee involvement in quality processes by 2001, and percentage of special achievements identified and recognized.

OBJECTIVE 5.2. Institutionalize continuous quality improvement as a key component of the organizational culture.			
Std	< 70%	70 – 80%	> 80%
Performance measure: Employee satisfaction with the indicators of an organizational climate that facilitates continuous quality improvement (98 Survey Employee Involvement)			\$ N & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 5, objective 5.2 indicator of success: Method selected, status determined, system procured, operators trained, system implemented, and system evaluated.

OBJECTIVE 5.3. Develop and implement a customer satisfaction feedback management system.			
Std	< 70%	70 – 80%	> 80%

Performance Measure: Level of management satisfaction with customer satisfaction feedback management system (98 Survey Customer Satisfaction Determination Q 90, 166)			\$ N & L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Readiness, goal 6, objective 6.1 indicator of success: Met standard of regulation, develop and execute OPOD, and develop battle book.

READINESS GOAL 6: Plan and execute Anit-terrorism and Force protection operations.			
OBJECTIVE 6.1. Standardize AT/FP requirements across all installations.			
Std	< 70%	70 – 80%	> 80%
Performance Measure: TBD (Possibly the Management satisfaction 98 Survey).			\$ L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Goal 6, objective 6.2 indicator of success: Guidance through monthly reports, and execute FPOPS.

OBJECTIVE 6.2. Provide C3 to the Anti-terrorism / Force Protection Team.			
Std	< 70%	70 – 80%	> 80%
Performance Measure: TBD (Possibly the Management satisfaction 98 Survey).			\$ L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Quality of Life, goal 7, objective 7.1 indicator of success: Increased contacts, reduction in official / unofficial complaints and monitor events, visitors, and hours allocated on each activity.

QUALITY OF LIFE GOAL 7: Provide joint, host nation, and community relations.			
OBJECTIVE 7.1. Standardize and centralize all inter-agency and host nation communications.			
Std	< 70%	70 – 80%	> 80%
Performance Measure: TBD			\$ L
FY00	FY01	FY02	End State
Target 70%	Target 75%	Target 80%	80%

Other factors that relate to the accomplishment of our mission as related to our strategic plan. **Readiness -- Goal 2:** A key achievement was the planning, fielding and execution of the Mayor's Cell (Task Force Cody) for EUCom's first-ever Command Post Exercise (EUCom CPX 2000). This Joint Task Force of 177 military and civilian personnel provided transportation, billeting, messing/General Officer Dining, force protection, security, and Joint



Strategic Planning

Visitor's Bureau support to 700 military personnel and 51 General Officers.

Contingency Operations Support executed a total of 220 RSO missions providing transportation, billeting and life support to 3,700 KFOR and SFOR soldiers deploying through Ramstein Air Base for Allied Force, Joint Guardian, Task Force Hawk, and Task Force Falcon. Additionally, billeting was provided for over 440 ODT soldiers supporting the 21st TSC missions.

The battalion implemented the Soldier In-processing Time (SIT) during the In-processing Training Course (ITC) and the KMC BOSS held its conference where more than 100 BOSS unit representatives were present.

Readiness -- Goal 1: The DPW was funded almost 60 million dollars (20 million from budget for ITT/DPW and 40 million from USAREUR/MEDCOM/DFAS in project funding) for power projection platform and installation projects. Over 7 million dollars was funded and executed in contingency operations to improve the Deployment Processing Center (DPC) and the Theater Distribution Center (TDC). With the help of Congressman Hobson the 415th will receive a new Child Care Center in Landstuhl in FY00, completion in FY01 (\$4.1M), a new Kleber Gym in FY 02 (\$16.2M), and a new maintenance facility (\$20M) at Kleber Kaserne. Currently the Kasabra Club is under renovation (\$1.1M) and Armstrong's is slated for FY 01.

National Guard Engineer Detachments as part of the EOD Training cycle started using annual rotations of 4 to 5 Engineer Detachments from the US to execute BASOPS. Construction projects otherwise not funded or completed were undertaken by these units. Quality of Life Projects completed: renovation of the Pulaski Chapel (inside and out), construction of the Pulaski Barracks Sports Field (Soccer/Football Field, Pavilion and Toilets), demolishing of older buildings, installing Gazebos, renovating the Miesau Fire Department station, construction at the Kaiserslautern Army Depot Sports Field and various other projects. The inter-grading of these

engineer units is valued at around \$1 million dollars in construction projects.

Capital Purchase Minor Construction (CPMC) funds (\$471K) for FY99 were executed in CPMC even though we only generated a NIBD of \$126K.

DMWR projects that have received approval, started, or have been completed include: renovation of the Landstuhl SAS (\$450K), ROB fitness center (\$700K), Miesau gym (\$120K), Landstuhl teen center, slot machine room at Armstrong's, Kazabra, and Landstuhl club; installation of new bar, new wallpaper in foyer, renovation of bathrooms, and new carpeting for the back lounge at Armstrongs; new carpeting, ceiling and new interior signs Kazabra Club; new waiting area at Speedy Lube with a "Kids Corner"; installation of AFN decoder at Oasis and Miesau Lounge; FY03 NAF Major Construction Project submission for a new YS Teen center at Landstuhl; new interior paint at the Kleber Gym; installation of new TVs, satellite dish, AFN decoder at Armstrong's Club, Landstuhl Bowling Center, and Kazabra club; new interior signage at KCAC; installation of "Smoke Eaters" at the Kazabra, Armstrongs, and Landstuhl club slot machine room.

Equipment upgraded: 60 modern chairs and 11 bar stools for Jackson Square, 5 vehicles for the NAF motor vehicle fleet, new POS System for Armstrongs, new custom built liquor storage shelves for Armstrong's bar, approved safes for Armstrong's cash cage and for Landstuhl Bowling Center, and new fitness equipment for Kleber, Miesau, and Rhine Ordnance Fitness Center.

Readiness -- Goal 6: We increased our security guards contracts (Ponds Security Company) from one to two. These guards now cover two Theater-level ammunition depots at Miesau / Weilerbach, SATCOM site at Landstuhl, Landstuhl Regional Medical Center, USAREUR DPC, V Corps Immediate Ready Force at ROB, and the USAMMCE Medical Material Distribution Facility at Pirmasens.

We accepted a short notice DOD JSIVA Inspection / Assessment of the 415th BSB Force Protection Program.



Strategic Planning

A Force Protection Officer position was created to strengthen the fundamentals of our FP Program. Since his hiring he has been able to acquire 50% of available USAREUR Commander Security Upgrade Program Projects (CSUP) worth \$1.2 million for 7 projects. He ensures the training and qualification of over 2,500 military and civilian personnel on Level I, Category II AT/FP training, rewrote the Force Protection OPORD, and assisted the commander to Chair and conduct six Joint Action Working Groups.

Quality of Life, Goal 3: The 415th BSB's contracted Facilities Engineering Company (ITT Federal Services International Corp) has been the winner of the USAREUR Contractor for 93, 95, 96, 97, 99, and 00. They have also been the DA contractor of the year in 94 and 00.

The DOL was recognized as the best DOL in 26th ASG, the Drivers Testing Station received USAREUR's Best Drivers Station of the quarter award (twice this year), KP Management took 2nd place as a Large Garrison Connley Award Finalist (Jan 00), and the Miesau dining facility receive 1st place for the Connley Award for a Small Garrison dining facility in the USAREUR. The Transportation section was recognized for supporting the DPC as they integrated buses with drivers into the system on a twenty four-hour standby mode providing in and around transportation throughout the KMC for more than 6,500 soldiers.

Other DOL accomplishments include Transportation Motor Pool was used as the test bed for the new TMPS-R automated system. Handling the Data input for the 531 IFMS vehicles in our fleet. The PPO moved household goods using the TOPs system; booking and moving more than 39,734 customers. The CIF had a total of 9,246 transactions in support of the deployments and redeployments; processing 551 Statements of Charges for lost or damaged equipment. The PBO installed a new LAN system, tightened control on the contractor that keeps our fuel points going (200,000 Gal of fuel per year), converted the ROB fuel point over to a

24hr operation, and installed a new refrigerator system at Miesau.

DMWR's Autocraft / Speedy services were recognized as the best in USAREUR and in the Department of the Army. The CDC's annual inspection received an unheard inspection result of only 1 deficiency; regarded by USAREUR as the benchmark. All CDCs are accredited and the school age Services (SAS) program inspection scored 99 out of 100, receiving accreditation by the National Association for the Education of Young Children (NAEYC).

Quality of Life, Goal 7: The Landstuhl Valentine's Bazaar offered 17 vendors that generated \$94K, the Spring Bazaar offered over 50 vendors and grossed over \$280,000, and Family Night at Louie's Restaurant in Armstrong's Club built tremendous success for Thursday's Family Night.

2.2 Strategy Deployment:

a. Action Plan Development and Deployment

(1) The strategic plan has action items aligned to each objective, along with other plans that were mentioned in category 1 that support these action items. Each section in the battalion uses these action items as the foundation of their own internal action plans.

Our short and long term action plans are still being phased into our master strategic plan, but there are areas of the action plans that have been incorporated in to supporting plans and our 5 year vision plans. The DOL and TQM utilize the strategic plan and its action items for their internal action plans. DMWR have developed internal action plans based on the strategic plan, but use the MWR strategic plan for long range goals. The DPW's previous and current action plans were used to build the foundation for our current strategic plan. All these action plans use reviews to adjust customer and market needs in slightly different ways.

(2) With in our strategic plan under goal 3 we have three objectives containing key action items,



Strategic Planning

first, provide required and customer-valued QOL programs and services.

3.1.1. Execute Quality of Life with resources allocated; while actively seeking additional funds.
3.1.2. Increase customer awareness of QOL programs by innovative means (i.e., Internet, command channels, email, etc.).
3.1.3. Participate in a 26th ASG hosted OCONUS (Joint) quality of life summit.
3.1.4. Increase customer satisfaction annually by 10% over current statistical figures in the area of Community and Family Support Programs
3.1.5. Increase customer satisfaction with health and dental care to 90%.
3.1.6. Increase customer satisfaction with single soldier housing. Monitor trends in Air Force supplied housing and lodging.
3.1.7. Develop a plan to align Quality of Life capabilities with what is expected from our customers.
3.1.8. Develop a plan to identify and eliminate non-profitable programs and activities.
3.1.9. Develop a plan to identify and out source processes within our unit.

Second, meet USAREUR Quality of Life Standards addressed in the strategic plan and in the other previously mentioned plans.

3.2.1. Develop and implement a five year plan to that will maintain and exceed USAREUR QOL Standards.
3.2.2. Development and implementation of improved Customer focused QOL Standards.

Finally, the last action item under goal seven: Provide joint, host nation, and community relations, objective 7.1 standardize and centralize all inter-agency and host nation communications.

This action item is the primary responsibility of PAO. In category 1.2.a (2) you will find the different ways PAO is accomplishing this item.

7.1.1. Establish / nurture contacts with local and regional State officials neutralizing potential irritants.

Dealing with how we work with the host nation, which in turns aids our short and long-range plans. An example is our relationship with Kaiserslautern. The commander, DMWR, and PAO have worked closely with the Lord Mayor of Kaiserslautern to improve relationships. Their improvement has enabled us for the first time to become an active participant in Kaiserslautern's

Altfest; we have also been asked to join them in future events.

(3) Since we do not have full ownership over our resources it is more difficult to align resources with the action plans. The strategic plan linked to the 26th ASG plan does give us a general direction the group is headed. This direction provides each director an alignment gauge of future allocated resources.

(4) The R&A and ISR are the two main sources used to track individual action plans. As stated in 2.2a.(1) the action plans use several methods to evaluate the performance of action plans.

(5) The strategic objectives are deployed using the battalion staff meetings, directorate meetings, and individual informal meetings. This information is also communicated using e-mail, memos, bulletins, reports, word of mouth, tri-folds, and the quality newsletter.

b. Performance Projection

(1) In our strategic plan we have identified our projection out to FY02, additionally in the plan we stated what we would use for our performance measurements and what those targets would be.

(2) We presently use two main comparisons. The DMWR uses the financial results to compare against the other BSBs and DPW uses the allocation of resources compared against the other units. Many of the items contained in our plan fell under the responsibility of the 26th ASG to develop and institute baselines, comparisons, and benchmarks.

The DMWR comparisons can be found in figures 7.2.a (1) 1 & 2, while the DPW has funding of about 50 % over its closest competitor.



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



CATEGORY 3.0

3 CUSTOMER AND MARKET FOCUS

3.1 CUSTOMER AND MARKET KNOWLEDGE

3.2 CUSTOMER SATISFACTION AND RELATIONSHIPS



**"Whoa! This looks like regular spaghetti! ...
Where's my Earthworms Alfredo?"**

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Customer and Market Focus

3 Customer Focus

3.1 Customer and Market Knowledge:

a. Customer and Market Knowledge

(1) Using the strategic plan as the foundation for customer identification the directorates are able to identify the target customers and how their processes will effects them. The identification of their key organizational driver, goals, objectives, and action items focus their need to incorporate their other internal and external plans in to the overall process.

One way DPW's addresses individual goals and future considerations of their customer base is by using the customer guide. This guide helps segment the customers and market in to different facets of the community. The customer guide addresses each function with in the DPW so services provided can be linked to a certain market by sections. This also helps the supplier to DPW define what responsibilities are expected from them and finally, the customers are easily made aware of their responsibilities to receive the service they require.

Since DPW has no direct competitor in the services they provide to the community other than the Air Force, they established partnerships with that competitor. The DPW staff maintains a liaison with the Air Force's 86th AW/CE (civil engineers) on issues concerning the local community. The liaison handles such issues as the Kazarba club (Army owned property located on Air Force assets), projects (involving joint cooperation), housing (most housing is owned by the Air Force, but we supply services to certain areas), environmental concerns, and stationing.

As with the DPW the DOL's only main competitor is the Air Force, so using feedback methods (i.e. email, face to face, comment cards etc.) their services, products and customer base is predetermined for them. However, through the use of these feedback methods they strive to improve the services provided through research and implementation of new procedures.

The Family Member Action Officer's primary customers are the Army's civilian and family

members involved in misconduct cases. Although, his program has no competitors, he has increased his market share. He is the FMAO for the entire Air Force community as well as the Army. Roughly speaking he increased his market base from approximately 15,000 to approximately 40,000. The Army Military Police (MP's), Air Force Security Police (SP) Forces, and the Department of Defense Dependent Schools assist his determination of the customers.

The DMWR also has most of the market base predetermined for them. The main difference is the flexibility they have to change some services and products. The DMWR researches the current trends in the local communities here in Germany, but they also look for trends in the United States. The marketing person determines some of these trends while others are found through conferences and meetings with like competitors. Other methods used are the Leisure Survey; this data is collected at higher headquarters and then disseminated to the lower agencies. The 26th ASG also collects data from feedback methods and tabulates the information for the individual battalions and sections.

(2) The DMWR uses the Project Validation Assessment (PVA) Team to determine long-range goals for their section. Focusing on the marketing aspects the team is able to gauge future trends in the local areas. These private consultants provide feedback to senior leaders on possible directions to consider and capture some of the market currently held by the Air Force or local vendors.

The DMWR uses a variety of methods to determine its customer base and key requirements. Some of those methods are: leisure needs assessment, customer cards, hotline, town hall meetings, IG sensing sessions, and special customer sensing meetings with commanders.

The customer base of the DMWR is primarily the soldiers and their family members, but in this community their customer base will also include the Air Force, DECA, DODDS, Reserves, and other personnel traveling through or temporarily stationed here.



Customer and Market Focus

Other data that provides the DMWR information for analysis is reviewed in the R & A slides. Figure 7.1.a (2) 1 provides them with usage rates of the child care waiting list. This data is analyzed to determine trends and future requirements of families. The ISR data provides a consolidated feedback to the directorate of how the organization is progressing. This review (figure 7.2.a (1) 1 & 2) lets the directorate know if the other methods used to seek out inputs on services has resulted in positive trends.

(3) At the 415th BSB's 2000 Army Family Action Plan symposium senior leaders along with delegates of the community, staff, resource experts, facilitators, and recorders addressed critical issues that effect our community. The symposium provided a forum for our customers to address the services and products we provide and receive feedback on how those concerns are linked to making changes and adjustments.

Our customers pointed out forty-two specific items of importance to them. Many of these concerns are outside of our control, but those concerns were pasted onto the partner, stakeholder, or effected agency. At the end of the symposium the delegates voted that the 415th BSB was the 4th best and 4th most valuable asset in the Kaiserslautern Military Community.

Our ability to determine what is important to the customer can be seen in figure 7.2.a (1) 1 & 2 overview. Over the last few month DMWR has been able to identify what services are of value to the customer and translate that information into a 600% increase in profits.

The battalion using formal feed backs from the IG and staff assistance visits has aided in the validation of our products for the customers. One of these validations was feedback received by our DTOPS/TSC from the 26th ASG/TSD. The TSC listened to the customers needs and made internal changes. These changes earned the TSC an overall green rating; no other battalion has received such a rating.

The DOL and DPW are limited on what and how they can change. Both directorates make

modifications to their operations, but those changes must abide to contractual stipulations, host nation agreements, and governmental regulations.

(4) The senior leaders evaluate feedback that was received from the members of the community at our local forums or from email, hotlines, verbally, or by telephone. These methods have been very successful in providing necessary directions for the senior leaders to take in improving the services for our customers.

The DTOPS along with other senior leaders recently held talks on force protection security regarding the Polish chapel within our security area. After listening to those concerns leadership changed our proposed security measures to accommodate the members of the chapel without jeopardizing our own security needs.

The DMWR has made several changes in hours of operations to accommodate the needs of the customers after receiving feedback from them. Club activities and events have been modified and adjusted to align with recommended changes proposed by the customers.

Our local national customers and stakeholders provided us with feedback on how we improve. When the Lord Mayor of Kaiserslautern went on the local AFN he highlight the cooperation he and the city of Kaiserslautern has received on the development and opening of the Pulaski Barracks Family Park.

3.2 Customer Satisfaction and Relationships:

a. Customer Relationships

(1) The customer's ability to conduct business, seek information, or even make complaints can be found in many ways in the battalion.

The DOL, DPW, and DMWR use customer comment cards to seek out feedback from the customers. The DPW published and distributed a customer guide that details what the customer can expect and how to provide feedback to the offices of concern. They have a section on their service orders in which the customer is request to provide



Customer and Market Focus

input on the services received. The Commander has weekly open door sessions for all personnel wishing to see him. Monthly community information forums are held to allow the KMC to come and address issues concerning the community.

Regular staff meetings address concerns brought out by the customers that may effect other areas of the battalion. Regular meetings with the 86th AW and local officials are held to head off and address concerns of community members brought out through other feedback methods.

The senior leaders regularly use telephone discussions, emails, and face to face to address more immediate concerns and complaints from the customers.

(2) The battalion uses the chain of command to address the different layers involved to providing feedback to the customers and to disseminate require actions to members of the organization.

Organizational charts are available for customers to see relationships in the battalion and who is responsible for which areas. Also, our telephone directories show a detailed breakdown of the sections. The feedback methods that we use have a point of contact or provide areas for customers seeking a response to their comments or suggestions.

(3) The formal methods of complaint management are established for us as for all units by regulation or by law. The customers have the IG, EEO, and other official methods available to them to use as necessary.

Additionally, we use a hot line that allows the customers to call into and receive feedback either through our local newspaper Kaiserslautern American or a response from the commander or a designated representative.

Suggestions can be submitted formally by the Army Ideas for Excellence Program or by the Q,59 (policy letter in place). Data on the AIEP is coordinated at higher headquarters' level, due to the limited number we receive.

Other feedback such as customer comment cards are reviewed at the section receiving them and forwarded for senior leader review. From here the senior leaders will determine the most appropriate action to take or forward the information to the appropriate agency.

(4) The relationship we have with customers has been built with all of the above methods and many personal contacts. Regular meetings with customer groups from our senior leaders have strengthened these ties with many of the below agencies in our area.

Key Customers	
Warrior Prep Ctr.	1 st TMCA
181 st SigDet	191 st Ord Bn
1177 th MCT	21 st TSC
200 th MMC	226 Med Log Bn
23d Ord Co	26 th Fin Cmd
26 th ASG Dog Kennel Det	29 th SG HHD
39 th Trans Bn	310 th TAACOM (FWD)
313 th RTOC	330 th RTOC
230 th MP Co	37 th Trans CMD, HD
43d Sig Reg Serv	415 th BSB
51 st Med Det	560 th MP Plt
464 th Med Co	5 th MP Bn (CID)
5 th Maint Co	5 th QM Det
64 th Med Det	66 th Trans Co
696 th CSC Trans	8 th Fin Det
90 th Postal Det	90 th PSC
CHPPM	COMMEL MT CTR
CPAC	DEF Courier Service
DRMO	Gen Spt Ctr Europe
Kaiserslautern Ind Center	Kleber Health Clinic
KMID, 66 th MI Gr	LRMC
US Memorial Affairs	US Space Command
Pirmasens AUTO DIN	USAMMCE
USA Trade Spt. Ctr.	USO
Vet Lab, Europe	WISE

Table 3.2.a (5) 1

(5) Changes that will effect our relationships with the customers are publicized in our local papers (German and American), by providing the customers advance information.

The individual directors review their feedback methods periodically to assess if they are providing the right services to their customer base. Finally, information or concerns identified



Customer and Market Focus

by the customers are incorporated into the strategic plans to assist in making future changes to the market.

b. Customer Satisfaction Determination

(1) The customer satisfaction or dissatisfaction is determined mostly through the use of informal methods. Information is collected from the customers via face to face, telephone, email, or comment cards and is incorporated into operations when it has been determined to be of value.

Although our determination is not formalized across the battalion; each directorate and section have developed methods to seek out and capture feedback from our customers. Much of our improvements have been a result of the feedback received from the customer and can be seen in the changes made as a result of those inputs.

For the most part we use the same types of satisfaction or dissatisfaction determination of our market base. However, if satisfaction or dissatisfaction comes from outside of the organizations such as the Air Force or another unit the senior leaders will personally contact those involved and coordinate corrective actions.

(2) Dealing with customers that require prompt action is normally brought to the attention of the senior leaders. Senior leaders will normally use the telephone or face to face contact to provide follow-up to our customers in a timely manner.

Others actions that require less immediate attention is usually conveyed to the directorate or supervisor of the area of concern. In most cases the directorates will provide the required feedback to the customers for the affected areas.

(3) The directorates, managers, supervisors, or employees collect data either formally or informally from the customers daily. This information and feedback is reviewed for possible knowledge sharing among the other areas in the battalion.

Through this face to face contact with other sections in the battalion; they are able to develop a

mixture of formal and informal comparisons or possible benchmarks.

(4) Evaluation of customer satisfaction is much the same as our approached. The directors review feedback to assess the customer base and incorporate future changes based on customer satisfaction.

Higher headquarters has predetermined much of our direction, but for those areas we have more freedom the customer does see changes and improvements.

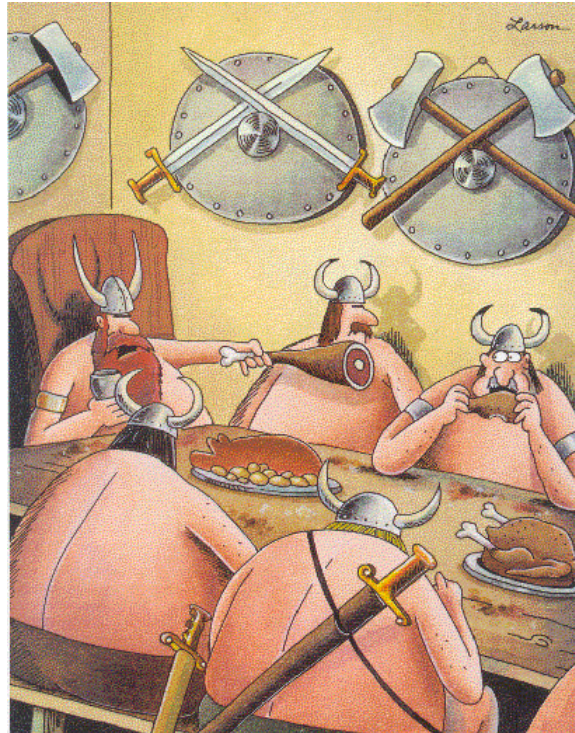


CATEGORY 4.0

4 INFORMATION AND ANALYSIS

4.1 MEASUREMENT OF ORGANIZATIONAL PERFORMANCE

4.2 ANALYSIS OF ORGANIZATIONAL PERFORMANCE



**"Uh-uh-uh-uh-uh. ... Question. Can anyone here
tell me what Hanson there
is doing wrong with his elbows?"**

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri

"Dedicated to Support"



Information and Analysis

4. Information and Analysis

4.1 Measurement of Organizational Performance:

a. Measurement of Organizational Performance

Monthly R & A Data Review
Personnel Strength
Soldier Readiness Program (SRP)
BSB RSOI Missions
CPF IN/OUT Processing
DCA - RSOI Support
Fitness Equipment Update
Child/youth Service Division Child Care Waiting List
DCA / ACS Program Usage
Spouse/Child Abuse/Neglect
DOL- RSOI Support
DOL - HHG In/Out, Vehicles Dispatched, Vehicles Stored, Driver Testing
IFMS Vehicle Accident
Availability Rate of IFMS & Remnant Fleet
Central Issue Facility
DPW - RSOI Support
DPW - ODT/TCS Billeted
Counseling by Issue
Chapel Attendance
FY 00 - Army DUI's
Personnel Actions ARD - DEFER CY 99/00
Actions taken for Misconduct
86th Support Group A/F Actions taken for Misconduct
Public Affairs Office KA analysis

Table 4.1.a (1)

(1) Measurements are selected three ways. First, there are those requirements needed by the 26th ASG, USAREUR, and DA, secondly, there are those requirements that are used for monthly battalion level review (Table 4.1.a (1)), finally there are those internal measurements applicable to different sections.

The DPW supplies inputs to the 26th ASG on service and work orders, current and future projects, environmental issues, and financial expenditures. Working with their contractor ITT, DPW tracks daily items such as job accidents, defect rates, IJO work awaiting scheduling, service order status report, service orders over 30 days, work center shop stock, self help - shop stock, and the companies financial report.

Once DPW and ITT have evaluated their data formal and informal reports are distributed to the Installation Coordinators. Additionally, this

information is formally presented to all directorates, ICs, and the commander quarterly.

During the quarterly briefings DPW provides the following information: environmental concerns by installation, breakdown of the ECAS findings status, utilization of barracks by units, building inspection results, IJO's completed, IJO work in shop, IJO awaiting shop, service orders, projects under construction, projects under design, TDC projects, and current stationing.

DMWR as DPW supplies information the 26th ASG and other higher headquarters. Their regular scheduled quarterly briefings are held at the 26th ASG, where battalion performance is reviewed as well as a comparison with the other BSBs (figure 7.2.a (1) 1 & 2. The DMWR, other BSBs, and 26th ASG review information on: outstanding financial performance, overall MWR funds, GMWRF budget variance, net income before depreciation, hospitality management NIBD, recreation division NIBD, and family support division NIBD. Other activities reviewed include: (vet clinic, fund raising, unit funds BOSS program), common support GMWRF NIBD, MWR NAF overhead positions un-financed requirement, CPMC status, GMWRF CPMC budget status, standard room fees, cyberzone, current progress of MWR strategic business plan, and USAREUR one fund issues.

In addition to the above mentioned reviews DMWR reviews the 26th ASG NAF Financial Standards. These reviews consist of comparison analysis against the 26th ASG, 233rd, 293rd, 411th, and our own 415th. Comparative reviews are done on GMWRF, BSB NIBD, BSB total labor, ASG overhead, BSB overhead, clubs (beverage/others), clubs/theme (food), guesthouses (n/a), bowling centers, golf (n/a), rod & gun (n/a), veterinary services, YS, CAT A (less units), crafts (auto/a&c), music/theater, outdoor recreation, recreation center, CDS/SAS, food COGS (dining), and food COGS (snack bars).

The DOL used the data in the monthly R & A reviews for their own internal tracking and performance evaluation. The directorate and his staff review the following information: POV



Information and Analysis

Storage, driver's testing (tested, passed, failed, & customers), installation transportation office (deliveries, pickups, local moves, POVs in/out, customers), property book division (customers, turn-ins, requests, & others), KP management tracks meals served (ROB, Kleber, & Miesau), central issue facility (issues, turn-ins, & exchanges).

The DTOPS monitors its effectiveness by reviewing the monthly RSOI missions (this includes the inputs received from the other directorates), CPF in/out processing, and training. ACES monitors and reviews the educational benefits provided to the soldiers and family; while TSC tracks its internal effectiveness. Other staff agencies track their effectiveness and efficiency with formal reviews during the monthly R & A or by internal methods.

All of the information is combined and presented to the senior leaders as seen in table 4.1.a (1).

Many of the items we track is directed from top-down and is out side of our control, but we have been able to adapt many of these review items for our own daily improvement efforts and for future directions found in strategic plan.

Since we do not fully control our budgeting process and the ones that do are in the beginning stages of coordination it is difficult to relate our performance measures to financial understanding. However, each directorate has made great strives in improvement by using their own internal methods and in some cases they can influence the methods used at the higher headquarters.

(2) Our business direction results are tied to the direction of the 26th ASG and USAREUR, this can be seen in our strategic planning. Areas that are not reported to higher headquarters are updated and improved as our financial, manpower, and resources vary. There are two key missions for our battalion Mission Support -- RSOIs, contingency operations, etc... and BASOPS -- Support for the Military Community (Army & Air Force) in MWR services, transportation, and facilities management.

Our plans and the supporting performance measurements used in them are updated as our environment, customers, and process changes.

An area of ours that has made some noteworthy improvements is the Family Member Action Officer. His performance has grown to include not only the Army side but, he has developed statistical data for the Air Force side. You will note that figure 7.3.a (2) 5 is data on the 86th AW Support Group -- A/F Action taken for Misconduct, the reason we track this data is we own the process for all misconduct cases in the Kaiserslautern area. Each misconduct action initiated is entered into a database and provided to the respective Community Commander. This data is provided on a regular timeframe of quarterly, semi-annual, and annually; from these reports targeted areas are determined.

Our directorates, staff, and suppliers modify the data provided for review regularly. The modifications are usually directed from the higher headquarters level, but in many cases the section will change as the business requirements change.

4.2 Analysis of Organizational Performance:

a. Analysis of Organizational Performance

(1) As mentioned in 4.1 each directorate reviews different reports and information to determine the wellbeing of their areas of responsibility. These same directorates make up the Executive Steering Group, the senior leadership of the battalion.

The commander receives, reviews, and condenses inputs from each of these directorates to determine the state of the battalion. Information is provided to the commander at regularly held staff meetings, by email, community meetings, and one on one feedback from the staff. The commander takes these inputs and communicates his interpretation of the data back to the directorates and the battalion. From these feedback methods the commander, executive officer, and CSM can judge the health of the organization.

Using the strategic plan's key strategic objectives found in 2.1.a. (2) (Readiness, Quality



Information and Analysis

of Life, Resource Management, and Productivity Improvement) and other supporting plans as a road maps. The directorates and the commander are then able to gauge the overall health of the organization and our performance; using the monthly R&A reviews to assist them.

(2) The weekly staff meetings deal with the top 10 ten issues for each week. Each directorate supplies the commander the current status of their operation for that week and the upcoming short and long-range objectives. Information is supplied to all staff agencies in the battalion and any effected area is requested to supply inputs. In addition, to the staff meeting the commander uses inputs from stakeholders such as the 21st TSC, 86th AW, and the 26th ASG. This information from the stakeholders combined with the battalions staff feedback provides the commander a fact based decision capability.

After receiving the information from the commander the directorates are able to prepare their reviews for their internal sections. In the event a change in direction is necessary the directorates will contact the commander directly or if feasible wait for the next staff meeting to convey the information.

(3) Directorates and their managers and supervisors review the data from the R & A, ISR, and other sources regularly. This daily, weekly, monthly, semi-annual, and annual review of information provides each section in the battalion the means to align their individual action plans to the direction of the strategic plan. Inputs received from higher headquarters are regularly incorporated into these reviews and when necessary changes to the action plans are initiated.



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



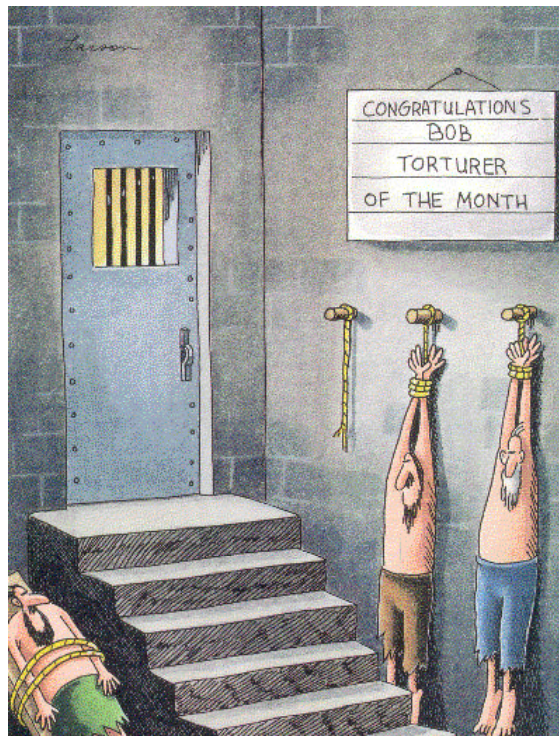
CATEGORY 5.0

5 HUMAN RESOURCE FOCUS

5.1 WORK SYSTEMS

5.2 EMPLOYEE EDUCATION, TRAINING, AND DEVELOPMENT

5.3 EMPLOYEE WELL BEING AND SATISFACTION



"Congratulations Bob, Torturer of the Month"

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Human Resource Focus

5 Human Resource Focus

5.1 Work Systems:

a. Work Systems

(1) "Cater to the customer, Take care of the Employee." To motivate and develop innovation we instituted an internal formal suggestion award program; the Q,59 has four criteria categories.

1. Employees suggest a quality improvement that is adopted by management or implements an improvement in their area of responsibility.

2. Submit a formal suggestion to the "Army Ideas for Excellence Program (AIEP)".

3. Submit an article to our battalion's quality newsletter "Q".

4. Any member of the Executive Steering Group (ESG) may present a "Q,59" award to an employee based on an event or series of activities that support quality improvement.

(2) Senior leaders encourage the development of the workforce through recognition (formal & informal), training, and the encouragement to use local classes, formal schools, and military and civilian courses.

DMWR offers 39 individual developmental courses that cover a wide spectrum: Business and Marketing, CY5, Customer Service and MWR Orientation, Family Programs, Fitness and Sports, Hospitality, Automation, Recreation, Entertainment, and Library.

During the last few months the commander and his staff converted all positions that were overseas limited to career status. This move not only benefited the members personally but also, provided stabilization for the units operations.

To enhance employees' knowledge of the job and to expand the members' personal growth DPW and DOL continue to send individuals to training courses and conferences.

The formal award recognition is used quite extensively in the battalion. On the spot awards are given as well as recognition awards for jobs well done. The Q,59 has been well received by the unit's members to recognize individual and organizational development.

(3) Our employee's performance management system has been slow in incorporating improvements as part of the appraisal feedback system. Yet some of the areas have begun to associate performance to evaluations. DMWR provides feedback to its members on how performance ratings relate to the employee's area of responsibility.

Members develop their own goals effecting their areas in DPW and later use these in their own evaluation of performance.

(4) Senior leaders recognize the contributions our employees make to the battalion. Several of the motivational and recognition systems used are: special act awards, quality step increases (U.S. civilians only), on-the-spot cash awards up to \$ 500.00, the commander's award, suggestion program, time off, "Q" 59, awards ceremonies held within the activities, hail and farewell ceremonies for employees, a Fitness Program within the 415th BSB, and the Commander's Coin.

The 415th PAO submitted both of their writers to the Keith L. Ware (journalistic excellence) competition this year. Michael Bowers took first place for commentaries and sports articles. For Journalist of the Year, Honorable Mention was awarded to Stephen J. Brady.

(5) To improve the effectiveness of communication the Executive Steering Group chartered a PAT (process action team). The team's responsibility was to address weaknesses in the battalion that were pointed out in our employee climate survey. Their charter was to address areas requiring immediate attention and incorporate those areas in to recommended improvements. The three main areas that the PAT was to cover were improving communication, employee education and training expectations, and employee well-being, satisfaction, motivation.

The below slide Figure 5.1.a (5) 1 shows how this PAT aligned the human factors effecting our communication. This area addressed people,



Human Resource Focus

equipment, guidance, policies, responsibility and accountability.

In equipment the PAT identified problems in the IMO function. They (the PAT) pointed out a severe shortage in personnel, training, and general education in the battalion when it came to using and maintaining computers. Since then the 26th ASG has held their own PAT and is addressing the problems associated with electronic communications.

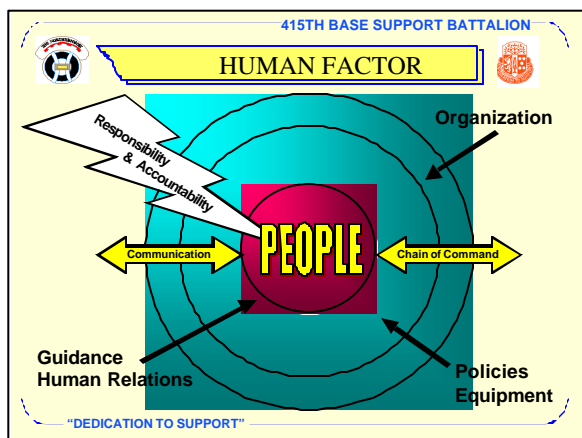


Figure 5.1.a (5) 1

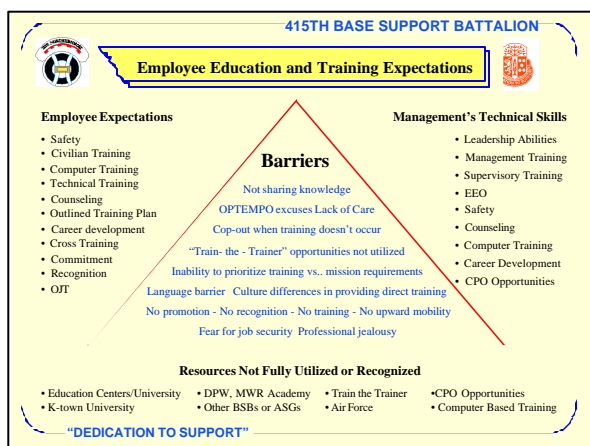


Figure 5.1.a (5) 2

In the above slide Figure 5.1.a (5) 2 the PAT addressed the employee education and training expectations. They identified three separate areas that are effected by barriers on daily bases.

The final area the PAT addressed was what makes people come to work and how this effects

the employee's happiness. The information was briefed to members of the executive steering group. Specific actions to take on the recommendations from the PAT are currently being reviewed. Additionally, some of the items that the PAT pointed out were identified by the last IG inspection.

The PAT's charter was designed to improve our current situations, but we still use many methods to get the word out. Like most places email is relied upon quite heavily. Meetings at different levels are used to communicate, share knowledge, and foster cooperation in and out of the battalion.

(6) Working together the CPAC, S1, and senior leaders identify the basic requirements needed all positions within the BSB. Regulations and guidance from higher headquarters identify those positions and the minimum requirements.

The DMWR has more flexibility than other areas of the battalion since they use a combination of (less rigid) NAF (non-appropriated funds) position and the more rigidly monitored AF (appropriated positions). The directorate can tailor positions to the directions of the directorate, action plans, strategic plans, and the battalion's direction for MWR operations.

To insure we maintain the diversity of our work force and fair work practices in our community we rely heavily on the EEO guidance and regulations. EEO guidance comes from the EEOC and Congress; how to process complaints in accordance with Federal law. The Commander then insures that this program is in place and that training is provided to all members of the organization.

To local nationals are treated with the same considerations using the German labor laws. The works council is kept informed on actions involving the local work force and brought in to any action that could affect the local national work forces.

5.2 Employee Education, Training, and Development:



Human Resource Focus

a. Employee Education, Training, and Development

(1) Based on the current and future requirements, each directorate addresses educational and training needs.

The DMWR uses two systems of training to meet their needs, the AF and the NAF career progression and development.

The DOL and DPW use AF training opportunities and German courses for development and DTOPS, HHD, and S1 use the military and AF courses. Finally, many of the staff agencies use specialized developed training geared around their employees' career progression.

Many of the AF developmental courses come from the Army Civilian Training, Education, and Development Systems (ACTEDS) Plans. These developmental courses deal more with long term enhancement of the civilian workforce and long range career progress for the civilian workforce. Courses include: Civilian Personnel Administration, Comptroller, Safety Management, Supply Management, Contracting & Acquisition, Quality and Reliability Assurance, Materiel Maintenance Management, Engineers and Scientists (R&C), Physical Security and Law Enforcement, Quality Assurance Specialist (Ammo Surv), Public Affairs and Communication Media, Transportation Management, Manpower & Force Management, Housing Management, Equal Employment Opportunity, Education Services, Training, Ammunition Management, Information Management, Intelligence (General), Military Personnel Management Career Field Description, Executive Assistant (Base Operations), MWR, and finally Leadership, Education, and Development (LEAD).

The DTOPS's ACES developed initiatives beyond normal requirements by using these courses to help the workforce. Academic tutoring service, free tutoring is offered in the KMC to help soldiers review basics, prep for NCOES and AFCT/GT improvement. Adult family members can use this service to prepare for GED testing.

Families Member Testing Program is a free service that funds GED and CLEP testing for KMC-area adult spouses of service personnel. Institutional ASVAB Testing (for KMC high schools) providing education center test examiners to administer the enlistment ASVAB to potential enlistees at the request of Army, Navy, Air Force recruiters throughout Europe. The establishment of education services at LRMC, thus providing the soldiers (the largest user of the 415th education programs) with an education center staffed with personnel and college representatives during normal office hours.

Along with the AF, NAF, and ACES development DTOPS provides training in risk management and sexual harassment.

The goal of the battalion is to support individual development; training is highly encouraged at all levels and when funding and mission requirements permit training will be provided.

(2) Education and training requirements are usually designed at the higher headquarter levels. However, there are some classes that we have direct input on ACS, ACES, Computer requirements, and in-house training such as quality. Classes that we can effect are modified to our local requirements and the needs of the local community.

Introductory quality training is provided to address concerns that were highlighted in our employee climate survey. DTOPS monitors and schedules training in accordance with AR 621-5; reviewing what is available and adapts it to our needs.

To assist our employees the Army Continuing Education System (ACES) offers programs and services directed at Army personnel, the adult family members, government employees, and other eligible adult community members. They provide academic advises on establishing educational goals and objectives, collegiate and career technical degree programs, academic testing and Army personnel testing programs, and



Human Resource Focus

services that promote soldier professional development.

(3) The employees are encouraged to provide feedback to their supervisor or directorate on training that is being provided to them. The directorates evaluate the training as to whether or not the employees are interested in the courses.

Computer training is provided by 5th Signal Command. They are responsible for providing schedules, evaluating the usefulness of the material, and tracking the attendance.

Feedback is provided to the offices responsible for providing training, however, we rarely receive feedback on course changes or modifications as a result of our feedback.

Internet, monthly bulletins, flyers, email, staff meetings and employee supervisor feedback distribute the availability of training throughout the battalion.

(4) Education and training opportunities that are provided are evaluated on an as needed basis. If individuals or sections require training or if a supplier offers a course of perceived value we accept the slot and schedule the individual.

Since there is no real feedback other than face to face from our employees on the importance or improvement in operations it is difficult to track how long and short range objectives are effected.

The suppliers track most of the formal education provided so when our employees return from a course the only evaluation of the training is whether or not the employee completed the training with an acceptable grade. Therefore, we end up concluding that the training provided meet our needs.

(5) As stated earlier training needs are employee driven. There are some sections that have developed, restructured, or sought out training to improve their operations and the employees' development.

EEO budgeted for a new "IN-FOCUS" portable projection system to improve presentations and operations. The purchase of

this machine has made it easier to provide easier and quicker service to employees requiring diversity training.

EEO also changed from having their regular mandatory training in just one location to a rotational schedule at different locations. This change reduced the impact on the facilities, supervisors, and employees and expanded the training opportunities to three locations Kleber, Landstuhl, and Pulaski.

Working together with CPO, EEO now provides training in sexual harassment at all newcomers' briefings.

Safety is developing new community safety standards and administrative procedures for implementation. Within these standards will be an improved ITC briefing which highlights areas of importance to the employees. These areas include safety on and around ball fields, swimming, the Family Park and increasing accident prevention.

Quality uses several methods to get the word out to our folks. First, there is a self-paced quality-training tool available on our web page The 5 Pillars. This tool deals with improving operations by reducing waste. The other quality-training tool is the Quality 2000 training. To date over 100 battalion members have attended this training and we plan on increasing the numbers trained in the next few months. We are also working with another battalion to develop material in the local language to help train our German employees.

Even our supplier ITT provides training to his employees on ISO 9002, ISO 14001, and job-related skills. By ITT supplying this training they have reduced the drain on our resources and improved safety and operations in the battalion.

(6) Training excellence is evaluated by job performance. Other than informal feedback from our employees of how the training assisted them in their operations there is no measure of it (the training) aiding our operations.

We know that the employees are receiving proper training by the lack of negative feedback from the suppliers (training organizations) but,



Human Resource Focus

standards are not in place to judge the effectiveness of training.

The exception to this is military training, we know that this training is effective and efficient from the scores our members receive. The METLs are the militaries' skill standards; these standards are met and reported to higher headquarters.

The members of our organization that have had the quality training have learned about different skills required in daily operations. The course includes a detailed instruction of the values, mission, and vision statements. How performance measurements and standards are set by receiving instructions in APIC. They also receive instructions on benchmarking; the lowest score (lack of understanding of benchmarking) on our employee survey.

(7) Our mission is accomplished with the knowledge of the employees and the training they receive. With this battalion as well as many others we are one or two deep, therefore in order for us to meet the mission knowledge and skills are driven by individual initiatives and reinforced by management's recognition of those achievements.

5.3 Employee Well being and Satisfaction:

a. Most areas of health, safety, and ergonomic fall under the management of DPW and overall safety belong to our Safety Officer.

The DPW maintains regular environmental meetings with the community and our employees to solicit feedback.

In May the commander of the KMC Health Clinic working with inputs from the 415th instituted new operating hours and services. These changes allows the soldiers to participate in unit pt on Monday, Wednesday, and Friday afternoons. Secondly, it allows the civilian physicians to see primarily family members and retirees on Thursday mornings. Finally, the change actually increases the access to care by offering 9-12 appointments more than the old schedule.

Improvements are made in our community every day by either the 415th or our counterparts in the Air Force. Mr. John McLaurin, Deputy Assistant Secretary for Military Personnel Programs, pointed out improvements during his visit to our MWR facilities, LRMC, Vogelweh Commissary, PX/BX, and Power Zone. Mr. McLaurin was most impressed with the quality of life in Kaiserslautern.

Recently the 415th was forced to deal with the mental health of our folks. The battalion lead in providing community support (CMD, PAO, Chaplain, FAP, and Casualty assistance) to the residents of the Vogelweh Housing Area (Kaiserslautern) and the 21st TSC helping them cope with a tragic situation (murder suicide).

b. Employee Support Climate

(1) Many of the policies that enhance our employees are derived from the 26th ASG's policies. Employee services and benefits are regulated by guidance from higher headquarters and we are limited on what and to whom we may provide what services we do have available. However, we try to seek out opportunities when possible.

Some of areas where we have been able to enhance the employees' work climate were our Kaiserslautern second place for Best BOSS Program at the European BOSS Conference. Our commitment to this program enabled the former BOSS President, SGT Felicia Hagen to be chosen as the next DA BOSS representative.

The 415th dedication to military development aided SSG Johnson, NCOIC, MPI Section, to be selected as a member to the prestigious SGT Morales Club during the 7th ATC board.

The 415th BSB's Length of Service Award ceremony in which 84 employees were recognized for service to the US Government ranging from 5 to 40 years.

(2) The 415th like most units have a strong system in place to encourage employees in a diverse workforce. These systems are EEO, EO, and the



Human Resource Focus

Works Council. When necessary the hot line, open-door policies, IG system, and mediation provide a system of checks and balances. These procedures and systems are always available and never discouraged from use.

c. Employee Satisfaction

(1) The battalion uses feedback, community forums, EEO, EO, Works Council, the hot line, open-door policies, IG system, and mediation to gather information on the employees well being.

We also use the employee climate survey to gather information. Based on category one and five the questions were written verbatim to the criteria to solicit feedback in line with the APIC. Based on the responses we received back on the survey we were able to determine the charter for our PAT.

Our plan is to redistribute the survey in August or September after our change of command. By waiting to August we will be able to assess the changes we have made and provide a current assessment of the organization for the new commander. Our goal is to align the survey, improvements, and PAT recommendations to a positive trend analysis.

(2) Many of the formal assessment measures we use are top down driven. The higher headquarters initiates assessments and feeds back information that may be of use to us. These other methods are either from MWR, DA, or CPAC offices. They are effective but do not allow us the ability to adapt the questions to our workforce.

We use the employee climate survey; this program allows us to tailor questions to our employees. We can obtain responses electronically or by paper.

(3) Feedback from higher headquarters surveys, the employee climate survey, hot-line, community forums, one on one feedback, and email provides the senior leaders several options to base changes on and make improvements when possible.

After the senior leaders have reviewed the results they are able to make and incorporate changes to services. The establishment of the PAT is a good example of how this information is combined with work groups to address these concerns and establish priorities.



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



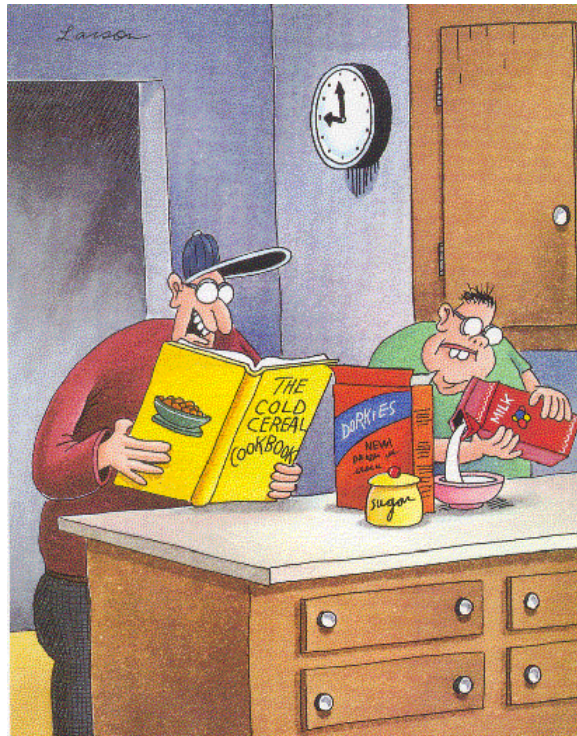
CATEGORY 6.0

6 PROCESS MANAGEMENT

6.1 PRODUCT AND SERVICE PROCESSES

6.2 SUPPORT PROCESSES

6.3 SUPPLIER AND PARTNERING PROCESSES



**"Oh, wait! Wait, Cory! ...
Add the cereal first and then the milk!"**

The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Process Management

6 Process Management

6.1 Product and Service Processes:

a. Design Processes

(1) The design processes for the most part are regulated, designed, and controlled by the 26th ASG (HQ 26th ASG memo 10-1, Organizations and Functions Manual), USAREUR, and DA guidance and regulations. These guidelines provide us with mandated requirements that must be supplied to our customers. Additionally, many of our suppliers are predetermined for us, the products we can purchase from those suppliers, and the location of the sources. Also the data we track related to our products and services are specified and how it relates to our budgeting.

We do attempt to modify our process when there are no conflicts between regulation and the improvements we are attempting. Our DMWR provides us the most latitude in these changes. Although still governed by higher headquarter guidance and regulations for our main operating processes we are allowed to vary some of our internal operations.

(2) Using the guidance received from higher headquarters, senior leaders will evaluate our current market and incorporate changes. For the most part our changing market is addressed through short-term changes to a given situation.

We follow guidance provided and when possible modify and improve when circumstances permit.

(3) As technology becomes available from our suppliers (higher headquarter agencies) and the financial constraints are removed we incorporate new and improved technologies.

The 415th BSB, DTOPS, IMO is completing a PAT with the 26th ASG, 411th BSB, 293rd BSB, and the 233rd BSB addressing an "Automation Management Proposal." This proposal addresses the necessity of increasing the IMO functions, size, and responsibilities at the group and battalion levels. One of the foundations they are using is the USAREUR Information Management

Strategic Plan for Fiscal Years 2000 to 2004. Currently we have one primary IMO for the battalion responsible for approximately 800 computers. Some of the purposed benefits from this PAT are: Improved Service, Standardized procedures for security & virus alerts, wider sharing of resources, cross training of technicians, and eventually the elimination of part-time IMO in each section.

Other areas that have made improvements in technology are S1, HHD, TQM (computer survey software), DOL (replacement of old computers), PAO (updated computer software), and DMWR (upgraded computers, monitors, and printers).

(4) Our quality and cycle time is built in to our operating systems at each directorate with most data consolidated at higher headquarter levels.

When an event or a project is completed, each directorate will out brief the commander or the executive officer on the design, time involved, and the overall quality of the product or service provided.

Documentation is formalized for many projects, such as DPW construction projects where cost evaluation is essential. However, most of the past projects or events are just verbally relayed though out the effected sections.

(5) Insuring our production designs accommodates all key performance requirements we use our strategic plan and the accompanying support plans for organizational direction. For the review of those plans R&A and ISR are used to verify performance.

(6) As with most of our products and services they are top down feed. We seldom have an opportunity to provide feedback before a product or a system is received. However, we do have the ability to provide feedback once the system is in place.

Each directorate implements changes effecting their own processes; fielding testing is part of the normal operations. If changes have shown an improvement in operations they remain in place,



Process Management

but if the process has slowed the operations it is eliminated.

b. Production/Delivery Processes

(1) The below table outlines our key production processes. The performance requirements for them can be found in our strategic plan (category 2.1.b).

KEY PROCESSES	
S1	
Personnel Management	Army Emergency Relief
In-processing Training Center	Early Return of Family Members
Check Control	Retirement Services
Mil & Civ Central Processing	Family Member Misconduct
Ration Card Control	Casualty Assistance
DTOPS (S 2/3)	
Training Support Center	NEO
Force Projection	- Official Photos
Force Protection	- Weapons Firing Range
Conventional Forces Europe	- Rhine Ordnance Barracks
Information Management	- Local Training Area
Taskings	- Education Centers
Security	- Kleber Kaserne
- Personnel Security	Training Management
- Physical Security	- Training Ammunition
- Information Systems Security	
DMWR	
Financial Management	CYS (Kleber / Landstuhl / Miesau / LPMC Appointment Care)
- VAT Offices (Pulaski / Kleber)	Animal Care / Veterinarian Svc
-Private Org Mgmt	Outdoor Recreation
Army Community Services	Auto Craft Shop
- Family Advocacy	Libraries (Kleber/Miesau/Landstuhl)
- Pulaski Barracks	Hospitality Management
Sports Division	- Armstrongs
- Gyms (Kleber / Rhine Ordnance / Miesau / Landstuhl)	- Kazabra
- KCAC	- Landstuhl Community
Installation Volunteer Program	- Oasis Lounge
	- Landstuhl Bowling Center
DOL	

Transportation Motor Pool	Supply and Services
- Maintenance Branch	- Property Book Management
Installation Transportation	- Central Issue Facility
- House Hold Goods Shipping	- KP Management
- Official Travel	
DPW	
Environmental Management	Management Engineer Services
Services Contract Support / Administration	Construction Management
Installation Management Real Property	Project Management
SABER/JOC Contracts	Pest Management
Program Management	Stationing
Quality Assurance	Utility Contracts
UPH Management	Transient Billeting
ODT Engineer Reserves	Air Force Liaison
Program Budget	District Heat Contractors
Energy/Sort Management	RPMA Supply
Fire Prevention	Centralized Furnishings
Building and Grounds	Self-Help/ Issue (Landstuhl / Daenner)
Command Group / Special Staff	
EEO Office	Safety
EO Office	Works Council
Public Affairs	Chaplain
Provost Marshall	- Pastoral Care
Total Quality Management	- Religious Services

BASOPS constitutes the majority of our key processes, however, another major area of responsibility is Reception, Staging and Onward Movement (RSO) Missions. The delivery process and reviews are measured in the number of mission and the number of soldiers that pass through our area of responsibility. To deliver these processes RSO missions require the involvement of transportation, billeting and life support from all areas of the battalion. The influence of these missions can be seen using these two examples. In March 971 soldiers were supported in 53 RSO missions and in February 548 soldiers were supported in 33 RSO missions. Other examples and information can be found in figure 7.5.a (3) 2.



Process Management

(2) Performance requirements are met daily by utilizing the established by regulations, guidance, policy letters, and direct customer feedback.

Formal reviews procedures are accomplished monthly to gauge performance; weekly staff meetings with the senior leaders track problems and upcoming events that may effect our day to day operations.

Feedback from our customers through hot lines, customer satisfaction cards, phone calls, and emails provide us immediate information on our daily performance.

(3) Data reviewed monthly is translated into daily requirements; using feedback received from customers, face to face, open doors, customer comment cards, emails, or telephone calls and compares this against the review metrics provide us with immediate control of our processes.

Metric review displays as seen in category 7 (R & A, ISR, ITT, and higher headquarters) provide us with near real-time feedback. This information is then translated into improvement opportunities for the battalion.

(4) Reviewed data and feedback received from customers is disseminated to all directorates and their managers, from here this information is reviewed at staff meetings and incorporate it into operations.

Conferences involving all directorates are held at the 26th ASG and USAREUR. During these monthly, quarterly, and annual meetings data is reviewed for performance, but is also shared with like operational functions in the other battalions. This review involving other battalions give us the opportunity to exchange information on operations and seek out improvements we can incorporate into our own.

To improve command and control operations the DTOPS section sought inputs for ways to improve security measures and improve the timely flow of information to all BSB IC's. Previously the BSB had to contact eleven IC's/AIC's in order to upgrade security measures as directed by USAREUR. This process was

timely and used much-needed assets (soldiers). Changes were made in the realignment of the BSB installations. This realignment allowed for timely dissemination of information and sharing of assets in the event of sustained security operations. Area team leaders were provided full tasking authority for all assigned tenant units in their area (Force Protection purposes only). The Area Team Leader is then responsible for the final approval of their respective installations Force Protection Plans. Team Leaders (O-6 level) are responsible for notifying all installations in their area of control to expedite security procedures in the event of an increased Threatcon.

The 415th BSB's DPW implemented the Best Barracks Award Program, along with a monetary donation from our supplier ITT. This award was implemented to recognize the hard efforts and unit pride barracks residents put into their living quarters. The intent of this award is to motivate soldiers and units to call in service orders for repairs, keep their barracks in good serviceable standards, and instill pride in ownership for the barracks. There are two building categories, large and medium; first place (large) receives \$3,000.00 and first place (medium) receives \$2,000.00. The selection committee surveys each of the installations and determines the final selection. This committee is comprised of the Housing Manager and CSMs from the 21st TSC, 37th Trans, 29th SG, LRMC, 200th MMC and 1st TMCA.

The 415th working with guidance from the 21st TSC developed an integrated security plan for USAREUR's Bold American alerts/exercises at ROB. A portion of the plan clarifies the area of responsibilities for the AF's 569th US Security Police Flight, Ponds Security Guards at ROB, IC Offices, 415th BSB Protection and Provost Marshal Offices, the DPC.

The 415th became responsible for the 2nd Pond's Security Company contract. Coordinating with the 21st TSC the 415th is now responsible for the security of Miesau and Weilerbach Ammunition Depots (USAREUR's only two ammunition depots).



Process Management

To improve operations and provide enhanced training for the Engineer Overseas Deployments, DPW is increasing the utilization of the reserves and National Guard units conducting training in our area. These improvements the 1413th and the 197th here are their accomplishments: 1413th Engineer Detachment from Indiana, 50 engineer soldiers completed providing water, sewer and electrical to the Pulaski Barracks sports field, demolish bldg 3709 in Landstuhl and install a gazebo for the Civilian Personnel Office in Pulaski.

The 197th Detachment from Wyoming spent two weeks preparing the dirt for seeding at the sports field, constructing a pavilion at the Pulaski Barracks Sports Field, installing cement foundations at the Kaiserslautern Army Depot Sports Field, repairing drive ways at Kleber Kaserne, and repairing outlets, ducts, and light fixtures in buildings at Rhine Ordnance Barracks.

6.2 Support Processes:

a. Support Processes

(1) The below table includes support agencies we deal with either daily or regularly. These support agencies are essential to the well being of our employees, our customers, and provide general support to our mission.

Support Services	
Air Force Services	AAFES
AMC Passenger Terminal	Base Exchange
Golf Course	Burger King / Taco Bell / Popeye's Chicken
Guest Housing	Class VI Store
Recycle Center	Furniture Mart
Rod & Gun Club	Gas Station (AAFES)
Other Government Agencies	Military Clothing Sales
Civilian Personnel Advisory Center (CPAC)	Shopette
Customs Office	Stars and Strips Newspaper (Kaiserslautern)
Dental Clinic	Theaters
Finance Detachment	Toyland Store
Fire Stations	Other Agencies
Health Clinic	Commissary
Hospital	Community Bank
Legal Services	Credit Union

Personnel Service Detachment (AG)	Leisure travel Office (SATO)
Post Office	Thrift Shop
Theater Distribution Center	ITT FSIC
Vehicle Registration	Pond's Security Guards

(2) The key processes mentioned above are part of our support we receive. All of the agencies above and others assist us in meeting our requirements; many of these requirements are predetermined by agreements. Those agreements include Installation Support Agreements, National (MOUs Memorandum of Understanding / MOAs Memorandum of Agreement) Agreements, International Agreement Listing Agreement, and Joint Use (JU) Agreements.

Our ACES/DTOPS has an USAREUR contract with Central Texas College to provide education support services (instructional, administrative, and counseling support) to Army Education Centers. A government developed CTOR checklist is used by ACES to evaluate performance within the KMC quarterly and there are regular dialogues with the CTC KMC contract manager regarding improved services, effective marketing, etc. Under this contract, several colleges provide post-secondary programs ranging from career, technical, associates, baccalaureate, and graduate.

(3) Our key requirements are detailed in each of these support agreements. We are involved in many of the contractual development of these formal agreements. In those areas where no agreement exists individual areas have established policy letters and personal understandings of agreements.

(4) As stated above the support agreements, the strategic plan, and other supporting plans are incorporated into our daily operations. The data that is derived from these documents is reviewed regularly to ensure performance requirements are met. Relying on feedback from our customers we are able to convey to our suppliers on how they are effecting our daily operations. Additionally, this feedback enables us to improve



Process Management

our working environment with the supporters to improve our operations daily.

(5) Constantly working with those who support us, the commander attends weekly 86th AW staff meetings, regular meetings with AAFES, PAO has close ties with the Kaiserslautern America Newspaper and Stars and Stripes, and a CPAC representative attends our weekly staff meetings.

During the 4th of July we partnered with the USO and DECA to support their annual Case Lot Sale / Military Appreciation; providing support to over 2,500 KMC members. The support we receive from the local community was also displayed when Kaiserslautern invited us to be part of their Altstadt Fest.

These events that we directly participate in has enhanced the support we receive, improve our operations, and has share our common directions with those we deal with regularly.

6.3 Supplier and Partnering Processes:

a. Supplier and Partnering Processes

(1) The below charts depict our suppliers and their services.

Supplier	Support
Air Force Services	
AMC Passenger Terminal	Air lift
Golf Course & Rod and Gun Club	Recreation
Guest Housing	Billeting
Recycle Center	Environmental
AAFES	
Base Exchange, Class VI Store, Furniture Mart, Gas Station Military Clothing Sales, Shopette, Taco Bell, Theaters, Burger King, Popeye's Chicken, Toyland Store	Personal needs
Stars and Strips Newspaper, KA	Informational needs
Other Agencies	
Commissary	Personal needs
Community Bank, Credit Union, Finance Detachment	Personal financial needs
Leisure travel Office (SATO)	Travel official / nonofficial
Thrift Shop	Resale needs

Supplier	Support
Other Civilian & Government agencies	
Civilian Personnel Advisory Center (CPAC), Personnel Service Detachment (AG), United States Army Recruiting Office	Personal development needs
Customs Office	Security needs
Dental Clinic, Health Clinic, Hospital	Health needs
Fire Stations, Ponds Security Company	Safety/Security needs
Legal Services	Contractual needs
Post Office, Theater Distribution Center (TDC)	Informational needs
Vehicle Registration	Transportation needs
United Services Organization(USO)	Moral
Facilities Engineering Company - ITT Federal Services International Corporation (FSIC), Daenner	Facilities
DODDS School,	Family member education
Stakeholders: Headquarter Commands Support: Operational / Contingency Mission	
1st Theater Movement Control Agency (TMCA)	569th United States Security Forces Flight (AR/AF)
200th Theater Material Management Center	86th Air Wing
21st Theater Support Command	CHPPM
230th MP	Corps of Engineer (Europe District)
29th Support Group	Dental Activity Command
37th Transportation Command (TRANSCOM)	Deployment Processing Center (USAREUR)
DFAS	Reserve Center (USAREUR) - Daenner
General Support Center Europe (GSCE)	Training Support Center
Immediate Ready Force (V Corps)	US Army Material Command
Inspector General (IG)/(21st TSC)	Warrior Preparation Center (EUCOM)
LRMC	Works Council LN
Military Police Station (Army/AF)	

(2) Performance requirements are provided to our suppliers by different means, but usually it is done daily and face to face working with the directors



Process Management

to assist in aligning their products and services to meet our strategic planning objectives.

Many of our suppliers come from the 26th ASG, USAREUR, and DA, but for those agencies we deal with directly we have been very successful. The ITT Federal Services International Corporation (FSIC), our DPW contractor for base maintenance, has just competed certification for ISO 9002 (Quality Assurance in Production, Installation and Servicing) and 14001 (Environmental Management Systems). This achievement demonstrates their dedication to the highest standards of environmental responsibility, and a commitment to meeting our goals and objectives.

(3) One of the best ways we insure our performance requirements are met is through the support agreements. Indicators of success are the timely completion and execution of the following types of agreements.

Installation Support Agreements -- Current number of agreements -- 22 -- current estimated reimbursement \$19,326,279 -- agencies involved - 26th ASG Defense Energy Support Center, 86th Airlift Wing, DRMO, 86th Log Gp (USAF) 608th ALSG, ATMF DDDE, Missile Re-certification Office (MRO), Terminal Market, DPSC-E, AFN - Kaiserslautern, GSA Fleet Management Center, Kaiserslautern, and Defense Supply Center Philadelphia (DSCP) for DSCP-PMO.

National (MOUs Memorandum of Understanding / MOAs Memorandum of Agreement) Agreements -- current number of agreements -- 39 agencies involved -- USAINSCOM, Defense Automated Printing Service, Europe (DAPSEUR), DRME, USAREUR, USAREUR/MEDCOM, The Total Army Personnel Command, 5th SIGCOM, 5th MP Det (CID), USAFAC Finance Systems Support Liaison Team, TAPA, AAFES, Defense Disposal Region, Europe, Europe Program Office of Engineer Study Center, Europe, Army Logistics Assistance Program, Europe AMC laboratory, Letterkenny Army Depot, USAREC, Facility Engineer Support Activity, European

Stars & Stripes, USAREUR NAFI, TRADOC Liaison Officer Support, DoDDS, DeCA Commissaries, RCPAC Liaison Office, Division of Responsibilities and Cooperation During a Crisis and War.

International Agreement Listing
Agreements -- current number of agreements -- 5 -- agencies involved -- Mutual Assistance in Fire Protection, General Aid and Disaster Preparedness in the State of Hessen, Reciprocal Exchange of Army Personnel, Exchange Program for Officers of the U.S. Army and German Army, Employment, Admin and Log Support for CFE Personnel Assigned to USAREUR Units, CFE for ILOC, Reciprocal Assistance of U.S. Liaison Group at BAOR, and British Liaison Office at USAREUR w/Amendments No. 1 & 2.

Joint Use (JU) Agreements -- current number of agreements -- 9 -- agencies involved -- Einsiedlerhof to Rhine Ordnance Barracks, RR station Einsiedlerhof switch #1 to Rhine Ordnance Barracks, Federally Owned Branch Line from RR Station Einsiedlerhof to Rhine Ordnance Barracks, Antenna Tower at Husterhoeh Kaserne, Pirmasens, LANDCENT Agreement (Including AMF-L), Use of Certain Facilities in Heidelberg and Mannheim Area, Landstuhl Bismarck Tower Driveway, Railroad Siding at U.S. Army Depot Miesau, and Helipad at US Rhine Ordnance Barracks, Kaiserslautern.

(4) Many of our suppliers we have no direct control over other than feedback reports we submit to higher headquarters. The one we have had much success with has been ITT. Our working relationship with them has reduced our cost tremendously. The fact that our facilities engineering services contractor is ISO certified in both services and environmental, (ITT paid for their own certification) provides us with top notch service at no additional costs involved. Their dedication to supplying us with these high standards has reduced the need for us to budget for inspections and testing of our DPW capabilities.



Process Management

(5) The directorates take great pride in the working relations with suppliers. When possible they are recognized for their services and dedication to providing us top-notch services. Many of the recognition programs are accomplished informally; however, the 415th BSB was able to recognize one supplier several times over.

The 415th Facility Engineer Contractor, ITT Federal Services International Corp (FSIC) won the USAREUR DPW Support Contractor of the Year award for 1999. In addition, they were submitted and recognized as this year's Department of the Army winner.

This award was important to us. It gave us the chance to recognize ITT/FSIC for providing maintenance and repair for over 4000 facilities in over 1150 square miles in the Kaiserslautern area. They performed nearly 13,000 repairs on service orders, and accomplished over 70,000 man-hours on more than 200 individual job orders.

(6) Share improvements between our suppliers and the battalion comes from our Facilities Engineering contractor. ITT Industries publishes a newsletter in English and German to keep the workforce abreast of upcoming and current activities within their organization.

Another method that has improved the working relations with our supplier (ITT) is the donation of \$5,000.00 by ITT for the Best Barracks Award Program.

This award is to recognize the hard efforts of barracks personnel that show their units pride in their home place. This motivation program has aided in expediting service orders while they are still small, thus reducing the costs of repairs.

Improving working relations with the National Guard and Army Reserves during Engineer Overseas Deployment Training has paid off. National Guard units from the 1413th Engineer Detachment and the 197th Detachment complete QOL projects for our community. Their willingness to provide us with top-notch service and our ability to provide them training opportunities has greatly help each of us.

Many suppliers are not always perceived as an immediate supplier; one of these is the Service Credit Union. The KMC memberships have many of their personal financial needs taken care of by this organization. In the latest annual report from the Service Credit Union they have provided our community with member loans of \$18.8 million at Vogelweh and \$35.9 million at Ramstein.

Our senior leaders relations with this organization, ITT, Pond's and other such suppliers has aided our internal / external customers, our employees, and the suppliers that keep us going.



415th Base Support Battalion, Unit 23152, APO AE 09227, Kaiserslautern, Germany



CATEGORY 7.0

7 BUSINESS RESULTS

7.1 CUSTOMER FOCUSED RESULTS

7.2 FINANCIAL PERFORMANCE RESULTS

7.3 HUMAN RESOURCE RESULTS

7.4 SUPPLIER AND PARTNER RESULTS

7.5 ORGANIZATIONAL EFFECTIVENESS RESULTS



The Far Side, Andrews McMeel Publishing, 1999, Kansas City, Missouri



Business Results

7 Business Results

7.1 Customer-Focused:

a. Customer-Focused Results:

(1) Customer levels and trends for the most part are tracked at the 26th ASG level and sent down to the Commander 415th BSB and the DMWR directorate. Other than feedback we receive from the higher headquarters we do maintain our own internal metrics on customer satisfaction. However, we have systems in place that provide us customer comments and suggestions.

DPW and ITT use service order status reports to track the effectiveness and efficiency of completed orders. This comparison provides leaders with feedback on how they manage the process to meet the customer's needs. (Figure 7.1.a (1) 1).

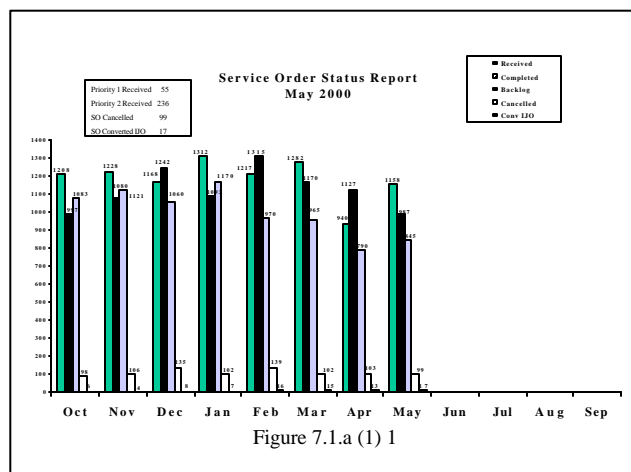


Figure 7.1.a (1) 1

The chaplains use monthly attendance records to provide trends in facility and customer usage (Figure 7.1.a (1) 2), which provides a level of customer satisfaction.

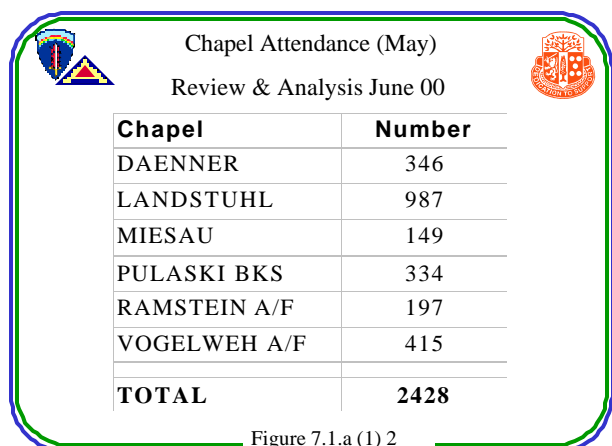


Figure 7.1.a (1) 2

(2) The usage of the Child/Youth Services and the ACS program demonstrates loyalty and a perceived value to the customer (Figure 7.1.a (2) 1 & 2).

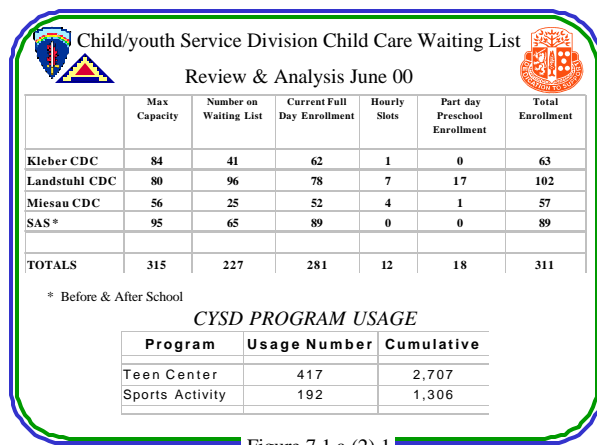


Figure 7.1.a (2) 1

As of 15 June 00

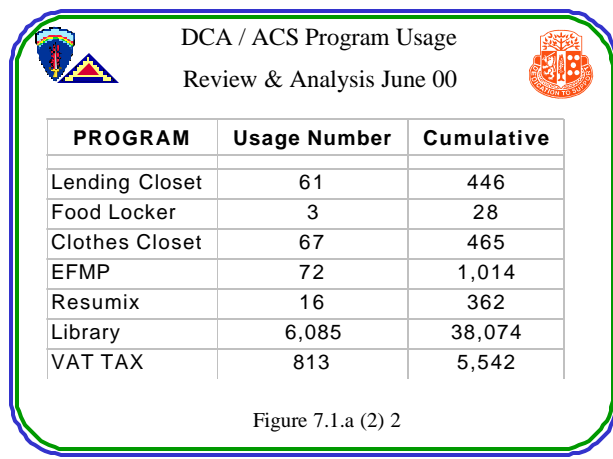


Figure 7.1.a (2) 2

As of 15 June 00

(3) ITT tracks the number of defects by month, providing DPW feedback on products and services supplied and supplier performance (Figure 7.1.a(3) 1).

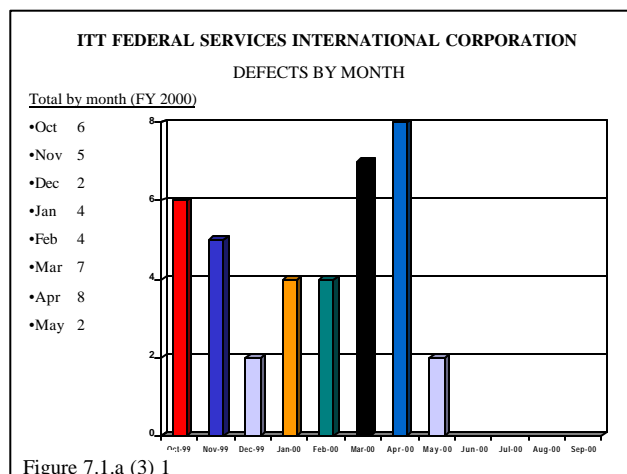
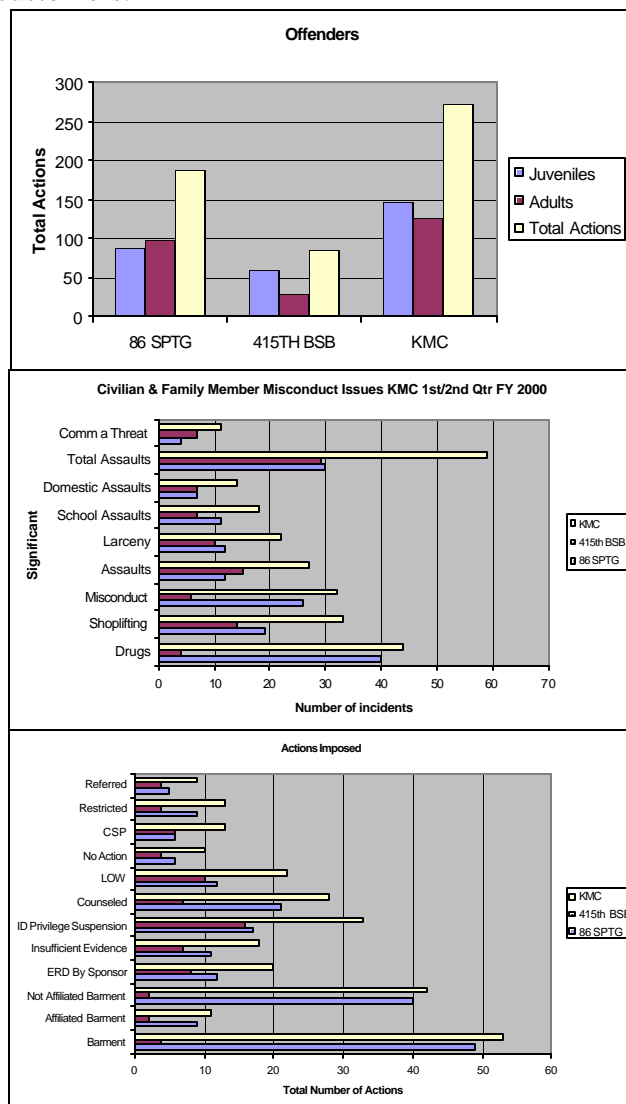


Figure 7.1.a (3) 1



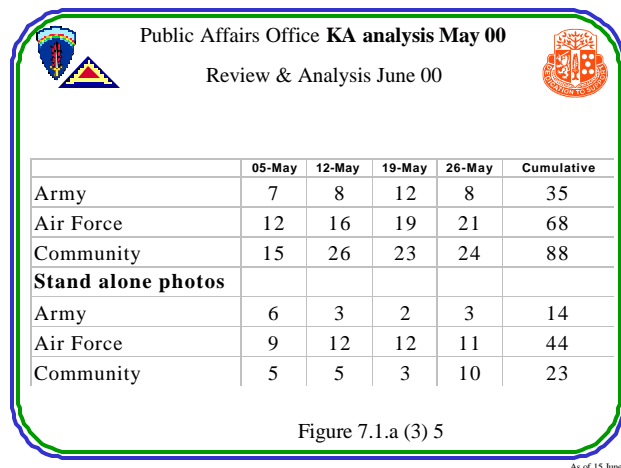
Business Results

Customer focus results are also measured with a combination of figures 7.1.a (3) 1, 2, & 3 seen below. These three slides Offenders, Civilian & Family Member Misconduct Issues KMC, and Actions Imposed tracks data and trends on the current social conditions of the civilians. This information is important to the Commander, 86th AW, and leaders in our community who are our customers.



The PAO (figure 7.1.a (3) 5) R & A June 00 provides us a way to know if we are getting the word out to our customers. Informing our customers provides them with a greater understanding of our unit and how their needs are being met. Additionally, these articles have aided

us in building customer loyalty and relations with the local community.



7.2 Financial Performance Results:

a. Financial Performance Results

(1) The DMWR director and other senior leaders use NAF financial standards consolidated at the 26th ASG. Figures 7.2.a (1) 1 and 7.2.a (1) 2 are the main financial results tracked by DMWR.

APR YTD 00							
AREA	STANDARDS NIBD:TR	TOTAL	DT	MA	HD	KL	
GMWRF	>8% >5% <6% <5%	9.8%					
BSB NIBD	>6% >3% <6% <3%	9.4%		6.4%	8.6%	7.5%	
BSB TOTAL LABOR	<55% >55% <59% >59%	56.8%		56.2%	55.5%	59.4%	
ASG OVERHEAD	<9% <12% >9% >12%	-8.2%					
BSB OVERHEAD	<4% <6% >4% >6%	-5.9%		-4.7%	-5.2%	-4.6%	
CLUBS (beverage/others)	>15% >5% <15% <5%	17.5%	14.3%	24.1%	-13.6%	16.9%	
CLUBS/THEME (food)	>7% >3% <7% <3%	5.1%		-13.7%	8.5%	8.4%	
GUESTHOUSES	>20% >10% <20% <10%	34.3%	38.1%	32.4%	33.9%		
BOWLING CENTERS	>20% >10% <20% <10%	23.7%	35.0%	19.8%	24.7%	13.1%	
GOLF	>15% >5% <15% <5%	11.1%			11.1%		
ROD & GUN	>15% >5% <15% <5%	-0.6%	-6.3%		3.8%		
VETERINARY SERVICES	>10% >5% <10% <5%	9.5%				9.5%	

Figure 7.2.a (1) 1

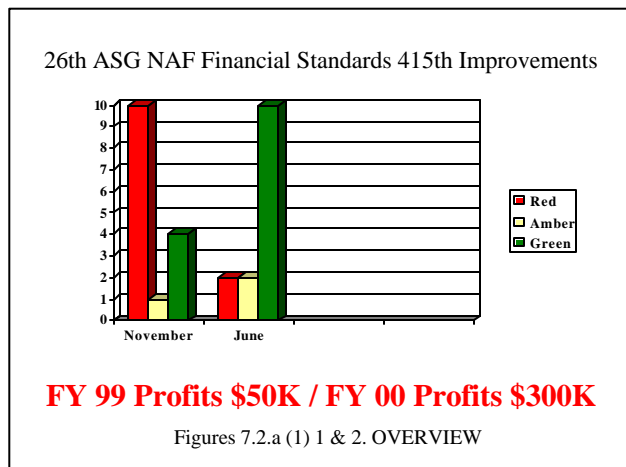
26TH ASG NAF Financial Standards APR YTD 00							
AREA	STANDARDS NIBD:TR	TOTAL	DT	MA	HD	KL	
CDS/SAS	>7% >0% <7% <0%	-0.5%	5.8%	-10.5%	-0.5%	2.3%	
YS	>5% >2% <5% <2%	7.0%	10.3%	-25.4%	10.4%	13.0%	
CAT A (Sports & Rec Cntr)	>5% >5% <5% <5%	12.1%	15.1%	28.4%	-5.5%	13.0%	
CRAFTS (Auto/AAC)	>5% >2% <5% <2%	11.4%	-3.7%	3.2%	24.9%	30.9%	
MUSIC/THEATER	>5% >2% <5% <2%	14.8%	8.0%		22.2%		
OUTDOOR REC	>5% >2% <5% <2%	6.9%	10.4%	11.1%	5.2%	4.7%	
TENNIS	>5% >2% <5% <2%	-104.7%			-104.7%		
FOOD COGS (dining)	<39% <42% >39% >42%	43.6%	28.3%	40.9%	37.1%	40.4%	
FOOD COGS (Snack Bars)	<34% <37% >34% >37%	38.1%	47.0%	37.6%	35.0%	39.2%	

Figures 7.2.a (1) 2

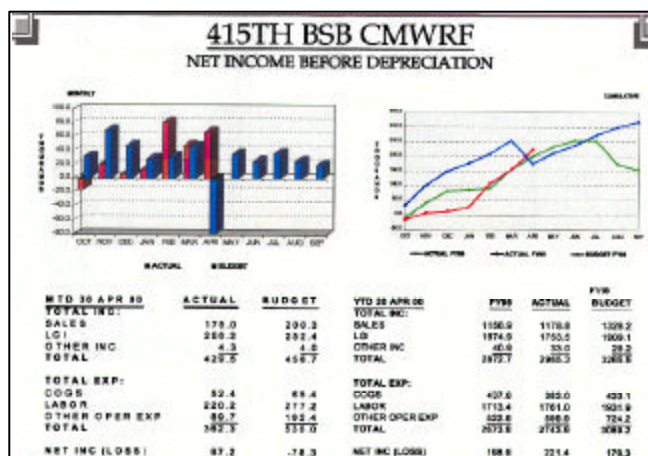


Business Results

Figures 7.2.a (1) 1 & 2 overview is a simplified version of figure 7.2.a (1) 1 & 2. Since our new DMWR director came on board over eight months ago DMWR changes have made solid financial improvements.



(2) DMWR is the primary organization responsible for tracking marketplace performance and business growth.

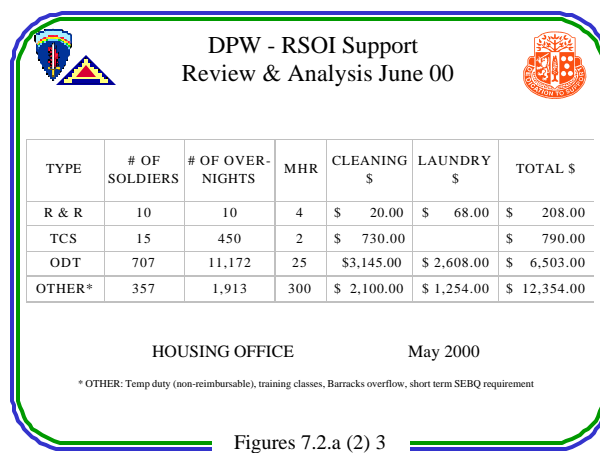
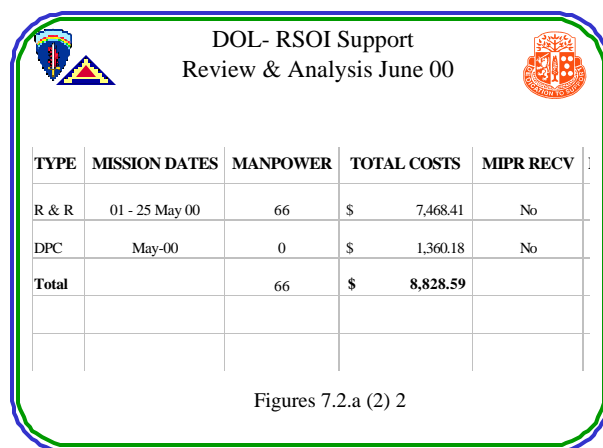
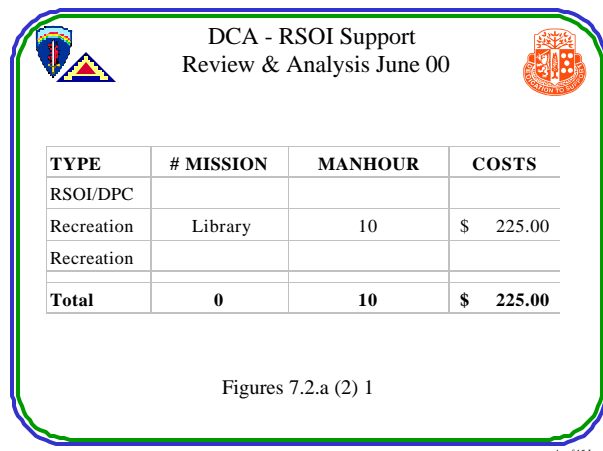


The above graph shows the 415th BSB GMWRF - Financial Analysis -- Additional items that are reported using the same format.

FY00 NET Income Before Depreciation	
Armstrong's	Kazabra Club
Landstuhl Community Club	Landstuhl Bowling Center
KMC Unit Lounge	Miesau Unit Lounge
KMC Arts & Crafts	KMC Auto Crafts
KMC Sports	KMC Theater
KMC Outdoor Rec	Community Activity Center
KMC ITR	KMC CDS

KMC SAS	KMC Youth Services
KMC Middle School/Teen Program	KMC ACS
KMC Vet Services	KMC Special Events
KMC Unit Funds	KMC Services Division
KMC FMD	KMC Administration

Figures 7.2.a (2) 1, 2, & 3 portray current expenditures related to our military mission and the impact on our financial capabilities.





Business Results

7.3 Human Resource Results:

a. Human Resource Results

(1) Figures 7.3.a (1) 1 is the latest data from our employee climate survey. Trend data is expected in late August or early September.

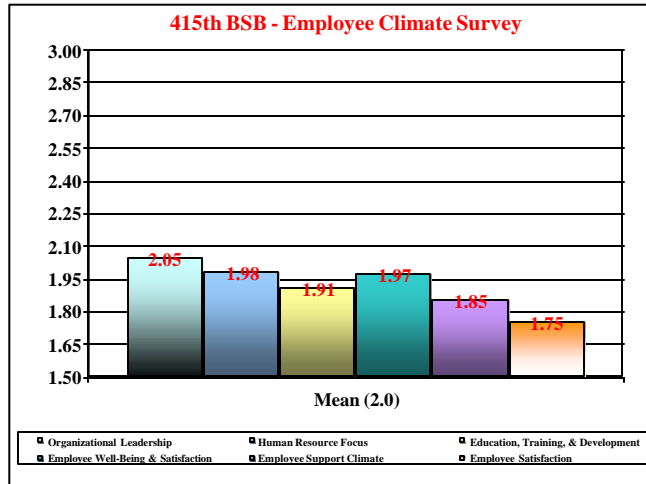


Figure 7.3.a (1) 1

Figure 7.3.a (1) 2 shows how we track the soldiers' status on the PT testing and weapons qualification. Figure 7.3.a (2) 2

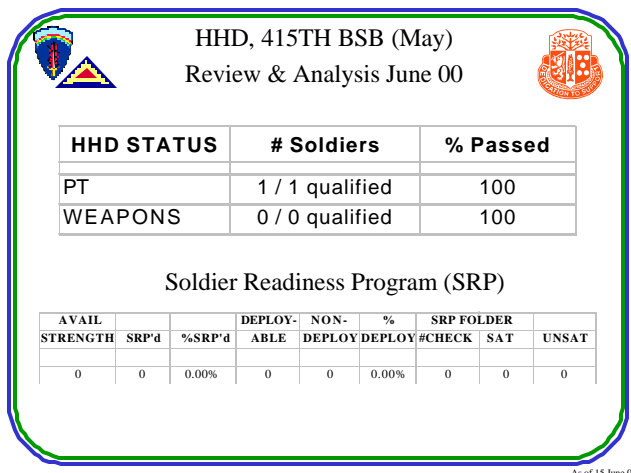


Figure 7.3.a (1) 2

(2) DPW and ITT track work performance and the effectiveness of safety briefings, providing senior leaders directions to tailor preventive measures in the future. Figure 7.3.a (2) 3

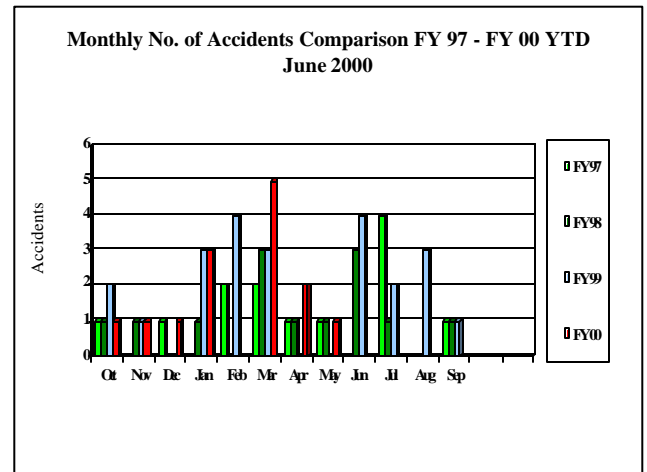


Figure 7.3.a (2) 3

The senior leaders can collate the work system, performance, and effectiveness to a change in the status of the number of cases in spouse/child abuse/neglect.

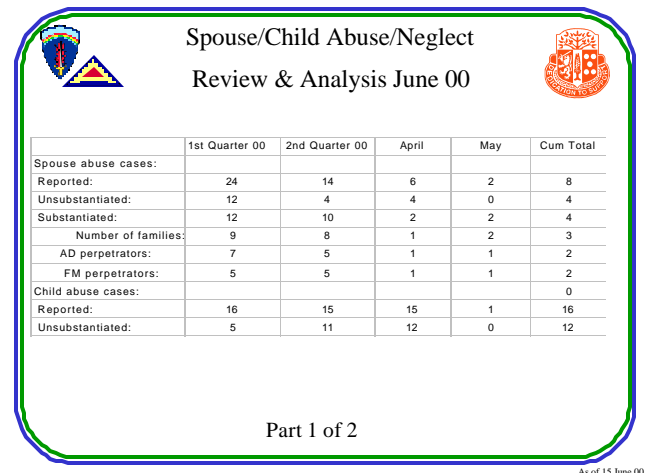


Figure 7.3.a (2) 4

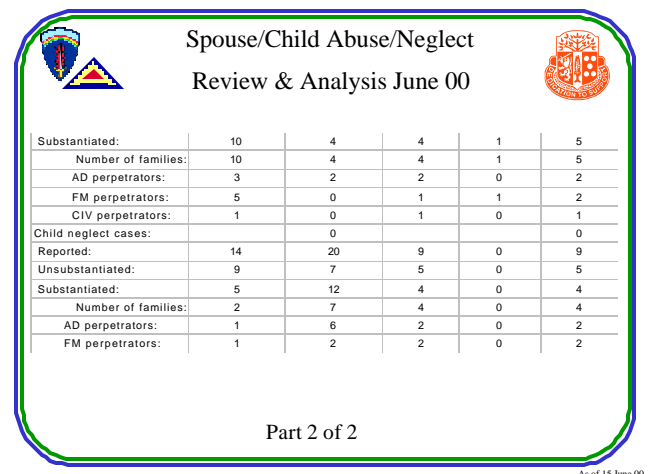


Figure 7.3.a (2) 5



Business Results

Other reviews to track the well being of employees as it relates to the performance and effectiveness of the organization can be seen in Figure 7.3.a (2) 6, 7, 8, 9, & 10.

Figure 7.3.a (2) 6 tracks the different types and quantity of counseling we provide. Figure 7.3.a (2) 7 shows how we track services provided to the 86th AW. This review provides us data on trends in our Army / Air Force community. Figure 7.3.a (2) 8 monitors the current status of DUIs in our community; enabling us to change as necessary to meet any abnormal trends. Figure 7.3.a (2) 9 monitors our physical fitness equipment to insure we maintain sufficient equipment to meet the needs of our personnel. Finally, Figure 7.3.a (2) 10 tracks our personnel actions.

Types of Counseling	Sessions	Individuals
Religious Spiritual	136	214
Alcohol / Drug	7	7
Anger Management	16	16
Marriage	44	68
Military Adjustment Referral	18	18
Youth	4	4
Child Abuse	1	2
Spouse Abuse	4	6
Family Separation / Reunion	21	22
Sexual Harassment / EO	0	0
Rape	0	0
Stress	31	31
Suicide prevention	5	93
Grief / Loss / Death	21	21
PTSD	6	46
Other	37	37
TOTAL:	351	585

Figure 7.3.a (2) 6

Off Date	Offense	Action Taken	Affiliated	Action taken
05/02/00	03/01/00	Indecent Assault	PCS'd	Yes
05/02/00	02/19/00	Misconduct	Insufficient Evidence	Yes
05/02/00	02/19/00	Misconduct	Insufficient Evidence	Yes
05/02/00	02/19/00	Misconduct	Insufficient Evidence	Yes
05/02/00	02/19/00	Misconduct	Insufficient Evidence	Yes
05/02/00	04/21/00	Misconduct	Resigned	Yes
05/03/00	02/19/00	Misconduct	Referred	Yes
05/09/00	03/01/00	Runaway	LOW	Yes
05/09/00	04/12/00	Shoplifting	ID Priv Susp	Yes
05/09/00	03/26/00	Curfew Violation	LOW	Yes
05/09/00	03/26/00	Curfew Violation	LOW	Yes
05/09/00	02/26/00	Misconduct	Insufficient Evidence	Yes

Figure 7.3.a (2) 7

	MAR	APRIL	MAY	Cumulative
AD	7	7	4	18
FM's	0	2	0	2
DAC's	0	1	0	1
LN's	0	2	0	2
TOTAL	7	12	4	23

Figure 7.3.a (2) 8

FACILITY	PIECES OF EQUIPMENT	EQUIPMENT SERVICE/OPERATIONAL				PCT %
		WEEK 1	WEEK 2	WEEK 3	WEEK 4	
MIESAU	36	35	35	35	35	97
KLEBER	65	65	64	64	64	98
LANDSTUHL	43	43	43	43	43	100
ROB	54	54	54	54	54	100
SPORTS BRANCH	198	197	196	196	196	98.75
GOAL: 95%						

Figure 7.3.a (2) 9

	ARD		DEFERMENT		CUMULATIVE	
	CY 99	CY 00	CY 99	CY 00	CY 99	CY 00
January	8	7	1	2	9	9
February	5	12	3	3	8	24
March	2	10	4	0	6	34
April	6	10	3	0	9	44
May	8	13	0	5	8	62
June	13		1		14	
July	7		2		9	
August	3		0		3	
September	11		0		11	
October	10		0		10	
November	4		1		5	
December	7		2		9	

Figure 7.3.a (2) 10



Business Results

7.4 Supplier and Partner Results:

a. Supplier and Partner Results

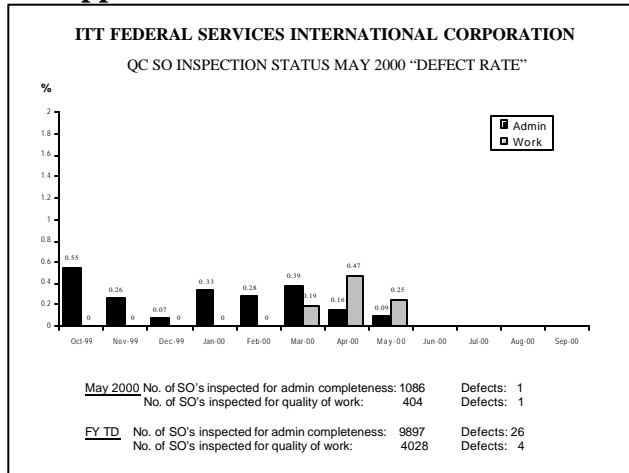


Figure 7.4.a 1

ITT Federal Services International is our main supplier. As such they provide our senior leaders data on a regular basis to evaluate the effectiveness of work performed. ITT monitors its own defect rate and provides data to the DPW director and the commander. Figure 7.4.a 1

To further track their effectiveness ITT tracks their own accident rate against other German companies of the same caliber. Figure 7.4.a 2

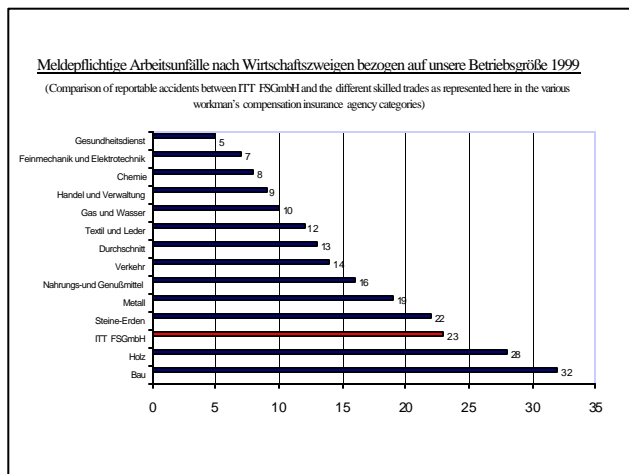


Figure 7.4.a 2

7.5 Organizational Effectiveness Results:

a. Organizational Effectiveness Results

(1) In addition to the other sections that use the R&A data to track their effectiveness; the DOL tracks the transportation (Figure 7.5.a (1) 1, IFMS

& Remnant Fleet (Figure 7.5.a (1) 2, and Central Issue Facility (Figure 7.5.a (1) 3.

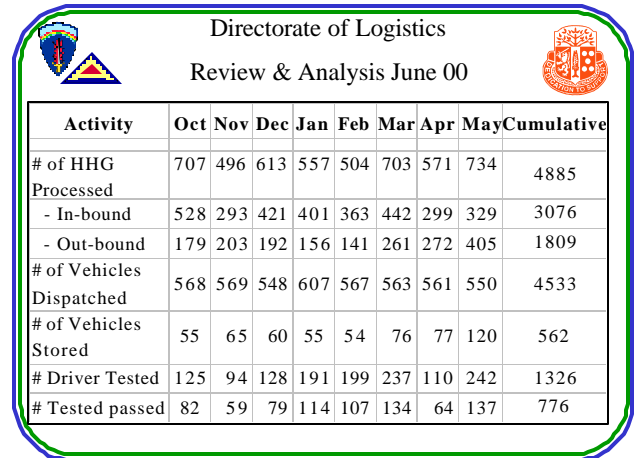


Figure 7.5.a (1) 1

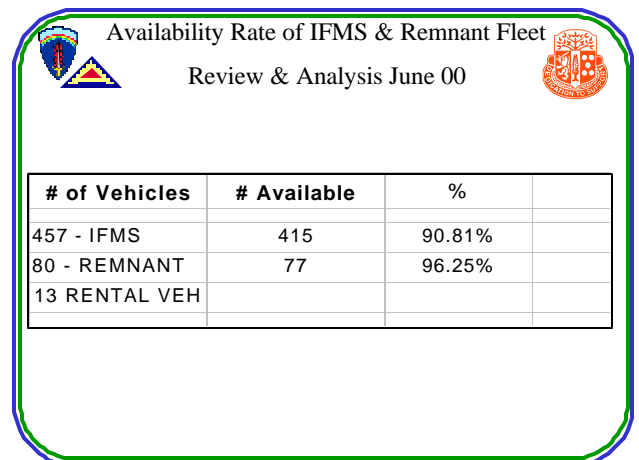


Figure 7.5.a (1) 2

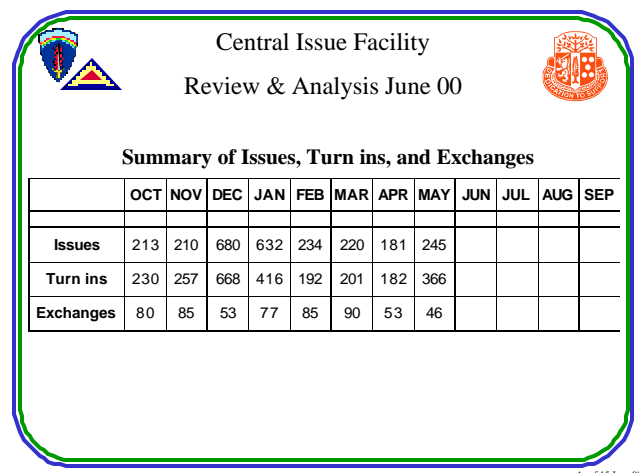


Figure 7.5.a (1) 3



Business Results

To help keep track what services and products will be needed for new personnel, the battalion reviews the CPF In/Out Processing data Figure 7.5.a (1) 4.

MONTH	Inprocessing	Outprocessing	Total	Total Qtr	Cum Total
October	90	85	175		175
November	60	90	150		325
December	94	115	209	534	534
January	129	87	216		750
February	101	70	171		921
March	81	70	151	538	1072
April	73	107	180		180
May	72	116	188		368
June					
July					
August					
September					

As of 15 June 00

Figure 7.5.a (1) 4

(2) Much our regulatory compliance measurements are tracked at higher headquarters level. However, in the R&A the DOL reports the IFMS Vehicle Accident occurrences. This information provides us a way to reduce and monitor our soldiers' social responsibilities to safe driving in our community, Figure 7.5.a (2) 1.

FY 00	Monthly	Cumulative
October	4	4
November	4	8
December	6	14
January	15	29
February	9	38
March	10	48
April	14	62
May	4	66
June		
July		
August		
September		

As of 15 June 00

Figure 7.5.a (2) 1

(3) Figures 7.5.a (3) 1 & 2 reflect two important aspects for how we accomplish our mission. 7.5.a (3) 1 shows the numbers of Army Reserves and National Guards we incorporate into our daily

mission and how important they are to our strategy. In slide 7.5.a (3) 2 tracks the number of missions we support to accomplish the Army's, USAREUR, 26th ASG, and our own mission.

# of ODT / TCS Billeted	Month	Cumulative
415	OCT	415
289	NOV	704
42	DEC	746
391	JAN	1137
495	FEB	1632
793	MAR	2425
909	APR	3334
707	MAY	4041

As of 15 June 00

Figure 7.5.a (3) 1

Mission #	Type of SPT	UNIT	MOT	DOA	DOD	P of O	DEST	DOL	DPW	S2S	#PAX
R&R	KFOR	Unk	SFOR SB	000501	000502	CONUS	Macdonia	Trans	Billeting		2
JGZ-63	SFOR	49th BDE	C130	000509	000510	CONUS	Sarajevo	Trans	Billeting		2
R&R	SFOR	Unk	C130	000509	000510	CONUS	Tuzla	Trans	Billeting		2
TCS	KFOR	Unk	SFOR SB	000509	000510	CONUS	Skopje	Trans	Billeting		2
UNK	KFOR	315th MP	C130	000427	000511	CONUS	none	none	Trans		1
R&R	SFOR	Unk	SFOR SB	000511	000512	CONUS	Tuzla	Trans	Billeting		2
R&R	KFOR	10th Mnt	IRPC SB	000515	000516	CONUS	Kosovo	Trans	Billeting		2
DF 4211	KFOR	755th MP	MCT BUS	000517	000518	Bragg	Skopje	Trans	Billeting		2
DF 1022 1054	KFOR	530th MP	MCT BUS	000516	000519	Bragg	Skopje	Trans	Billeting		4
UNK	KFOR	503rd MP	MCT BUS	000517	000519	Bragg	Skopje	Trans	Billeting		3
UNK	KFOR	108th MP	MCT BUS	000517	000519	Bragg	Skopje	Trans	Billeting		3
UNK	KFOR	5 CD	C130	000518	N/A	Kosovo	ROB	Trans	N/A		1
TCS	KFOR	Unk	RPC SB	000523	000524	CONUS	Kosovo	Trans	Billeting		2
JGZ-63	SFOR	49th BDE	RPC SB	000523	000524	CONUS	Sarajevo	Trans	Billeting		2
TOTAL											30

As of 15 June 00

Figure 7.5.a (3) 2